



# Committed to a healthy Rhode Island

UnitedHealthcare Community & State Health Plan Profile



United  
Healthcare





**UnitedHealthcare Community & State** is the business segment of UnitedHealthcare that provides health care coverage for beneficiaries of Medicaid and other government health care programs. These health plans operate locally as UnitedHealthcare Community Plan.



**It is our privilege to work within the Rhode Island healthcare system and the Executive Office of Health and Human Services (EOHHS) to help Rhode Islanders live healthier lives.**

At UnitedHealthcare, we serve nearly 270,000 Rhode Islanders, including 100,000 Medicaid and Dual Complete Plan® members, many of whom contend with complex medical conditions on top of a daily struggle to make ends meet. That is why we are united behind our mission: to help people live healthier lives and make the health system work better for everyone.

As a trusted, long-standing Medicaid managed care partner, UnitedHealthcare Community Plan of Rhode Island remains committed to fulfilling this mission for our members, community partners, providers, and the needs and future of the State of Rhode Island.

With nearly 600 UnitedHealth Group employees located in Rhode Island, we live, work and are part of the same communities as the Rhode Islanders we serve. Our strong local presence coupled with our national footprint and enterprise experience enables us to see the opportunities as well as the issues so that we can deliver effective solutions to address the specific needs of the communities we serve.

Thank you,

**Patrice E. Cooper**

Chief Executive Officer — UnitedHealthcare Community Plan of Rhode Island

Explore and learn about the contributions we make in our communities.



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# Company Overview

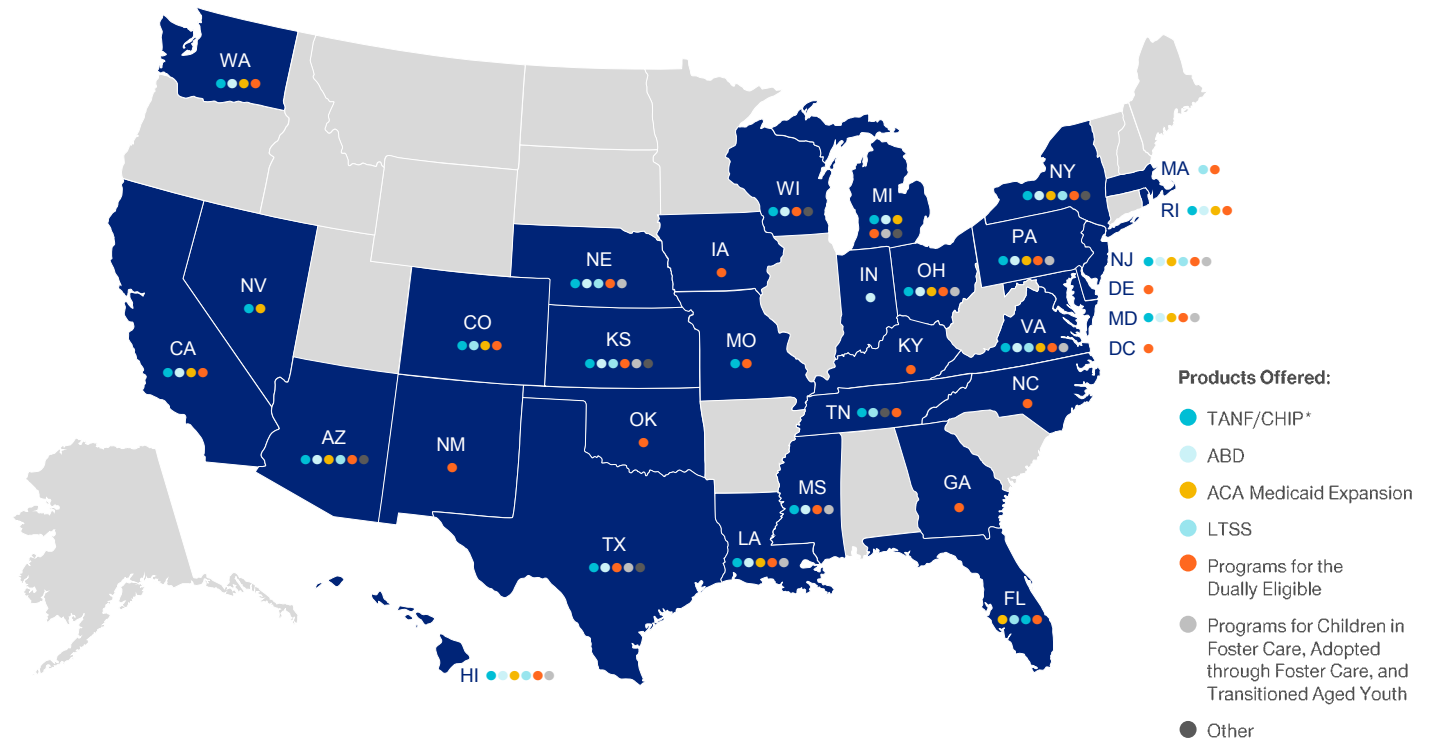
UnitedHealthcare Community & State is dedicated to providing states with **diversified solutions** to care for the **economically disadvantaged**, the **medically underserved** and those **without benefit of employer-funded health care coverage**.



## The leading choice for quality public-sector health care

UnitedHealthcare Community & State offers health plans in **32 states plus Washington D.C.** We serve more than **6 million members** across the country.

We believe compassion and respect are essential components of a successful health care company. We contract with care provider networks and employ a diverse workforce with varied backgrounds and extensive practical experience, which gives us a better understanding of our members and their needs.



**We operate state-based health plans** that meet the unique needs of the people we serve, while leveraging the national resources, medical knowledge and efficiencies of UnitedHealthcare.

**We work with health care professionals** and other key partners to expand access to quality health care so that people can get the care they need close to home.

**We support the relationship between care providers and members**, and empower people with the information, guidance and tools they need to make personal health choices and decisions.

**We are dedicated** to providing state partners and the people we serve with practical innovation, accountable performance and quality in everything we do.





## State Snapshot

We have in-depth experience and knowledge of the Rhode Island market. **We live here. We work here.** Our strong local presence enables us to **see the opportunities as well as the issues**, so we can **deliver effective solutions** to address the specific needs of Rhode Island.

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Based on an assessment of consumer satisfaction, prevention and treatment, the National Committee for Quality Assurance (NCQA) rated our health plan a 4.5 out of 5 in NCQA's Medicaid Health Insurance Plan Ratings 2019–2020. Our dual-eligible special needs plan (DSNP) also received a rating of 4.0 out of 5 in NCQA's Medicare Health Insurance Plan Ratings 2019–2020.\*

\*Due to COVID-19, NCQA will not release 2020–2021 Health Plan Ratings for any product line. This rating is based upon 2019-2020 Health Plan Ratings.



We are proud to serve **100k** members through Medicaid and our dual health plan, UnitedHealthcare Dual Complete®, which is for people who qualify for both Medicaid and Original Medicare.

Offering more than health care, we meet the needs of individuals through services like:



Maternal and infant health programs



Whole-person care management



Housing programs



In 2019, UnitedHealth Group contributed nearly **\$241k** to philanthropic activities across Rhode Island, including:

- Rhode Island Community Food Bank
- Martin Luther King Mobile Food Pantry
- Funding to better understand health equity in Rhode Island for the black and Latino populations

\*Figures from 2019 efforts



## Our Key Priorities

We know that significant challenges exist in health care. **And we are committed to helping our state partners meet those challenges.**

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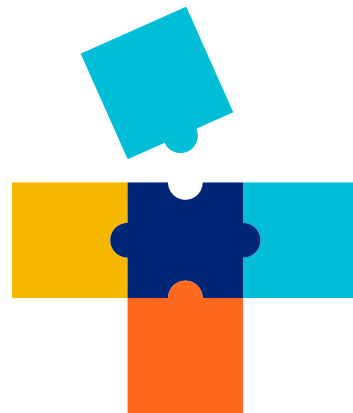
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Our priority is to deliver high-quality care to members in an accessible, affordable, coordinated and cost-effective manner, improving the population health of Medicaid beneficiaries while reducing per capita cost of health care.

Our population health approach aims to fill existing gaps, connecting populations experiencing health inequities to comprehensive resources through provider and community partnerships, resulting in program sustainability.



- **Person-Centered Programs**
- **Community Solutions**
- **Community Providers**
- **Containing Costs for Program Sustainability**



## Our Key Priorities

Emphasizing person-centered care in order to improve population health

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# Person-Centered Programs

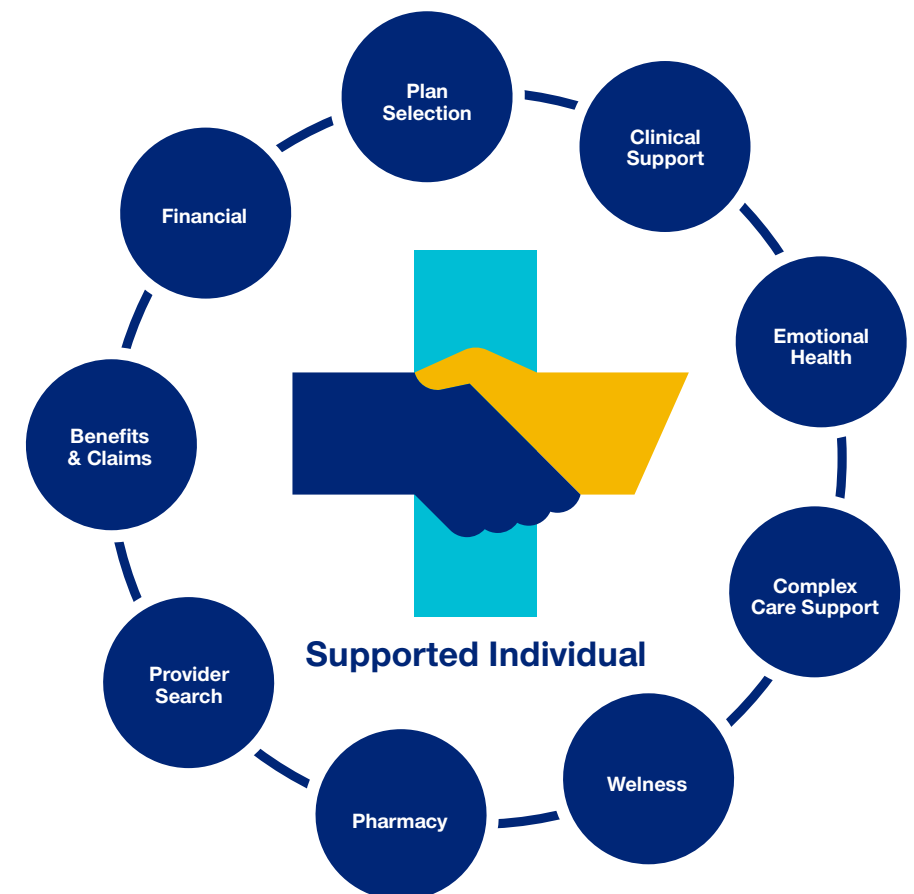
Our person-centered approach starts by building a trusting relationship with individuals and their families. We work to empower our members to be active participants in their own health, and aim to remove any barriers that stand in the way. Our highly-coordinated services address physical and behavioral health needs, as well as social determinants of health such as food, clothing, shelter and transportation.

## Whole-Person Care Management

Our clinical management programs serve to optimize the health and well-being of members with chronic illness or who are at high risk for adverse medical outcomes. To accomplish this, we developed a member-focused, integrated complex clinical management model that facilitates collaboration between our members and their health care teams. These initiatives focus on improving member self-management skills, active decision-making and participation in health care interventions personalized to their risk profile and conditions. Additionally, we build upon our community-based, collaborative relationships to extend our reach in local communities where health disparities exist and can be improved. Targeted outreach initiatives assist members to achieve the following:

- Improve health outcomes and quality of life
- Support healthy lifestyles through targeted condition education and preventive health initiatives
- Manage chronic health conditions and other targeted health conditions
- Provide opportunities for member access to health education programs through community partnerships

The purpose of the Whole-Person Care (WPC) Management program is to facilitate appropriate health care services across the continuum of care, as well as to monitor and evaluate options and services to meet an individual’s needs to promote quality, cost effective outcomes. WPC Management targets individuals who have a higher persistency of health care utilization with complex care needs and who have chronic and complex risk factors. The program’s structure and functionality support the UnitedHealthcare Community & State commitment to ensure compliance with care management standards as set forth by state and federal regulatory agencies and accreditation organizations.







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# Person-Centered Programs



### Growing Hope and Health in Housing

People experiencing homelessness and complex health needs require more than a place to sleep. That’s why UnitedHealthcare created Housing + Health, a targeted and integrated solution for UnitedHealthcare members with complex medical conditions, behavioral health issues, and social disparities, such as homelessness. In communities across the country, Housing + Health is stabilizing the lives of high-risk members who are unhoused, while curbing health care costs and improving outcomes.

#### Housing + Health in Rhode Island



#### Robust Data Capabilities

Hotspotting and predictive analytics help pinpoint high need members who are most likely to realize the benefits of care interventions.

#### Safe Transition Housing

Following the Housing First model of care, members’ journeys begin when they move into an apartment or congregate home.

#### Intensive Care Management

Interdisciplinary teams collaborate on member care plans, integrating physical and behavioral health with social and wraparound services.

#### Complex Care Philosophy

Experts in biophysical care practice a trauma informed and patient-centered approach that promotes behavior change.

### Crossroads Rhode Island Partnership

For some of our members, utilization of the health care system is just one of many components to achieving good health. Members who live with complexities, like those experiencing homelessness, often seek help with frequent visits to ERs, hospitals and other facilities. These individuals seldom see improved health outcomes, yet the cost of care accumulates.

To help address these needs, UnitedHealthcare Community Plan and Crossroads Rhode Island formed a strategic partnership that helps to expand housing services for members experiencing homelessness or who have unstable housing, coupled with significant health care costs.

UnitedHealthcare Community Plan and Crossroads work together to provide housing assistance, transportation, in-person case management, and other support needs to help participating members improve their health, adhere to medical treatment plans, and address long-term housing arrangements.

Today, there are ten UnitedHealthcare members currently enrolled in the program and living in a renovated home located in Pawtucket, where each member has their own dedicated unit.

A stable home is vital to overall health. Together, we hope to significantly grow this program and continue to improve people’s lives one home at a time.



## Our Key Priorities

Supporting provider and community transformation to benefit all community partners

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# Community Providers

Federally qualified health centers (FQHCs) serve as the primary care home for nearly 30 million patients, including 1 in 5 Medicaid beneficiaries. In recognition of the valuable role they play in our health care system, UnitedHealthcare is partnering with FQHCs in new ways to expand access to care and improves outcomes.

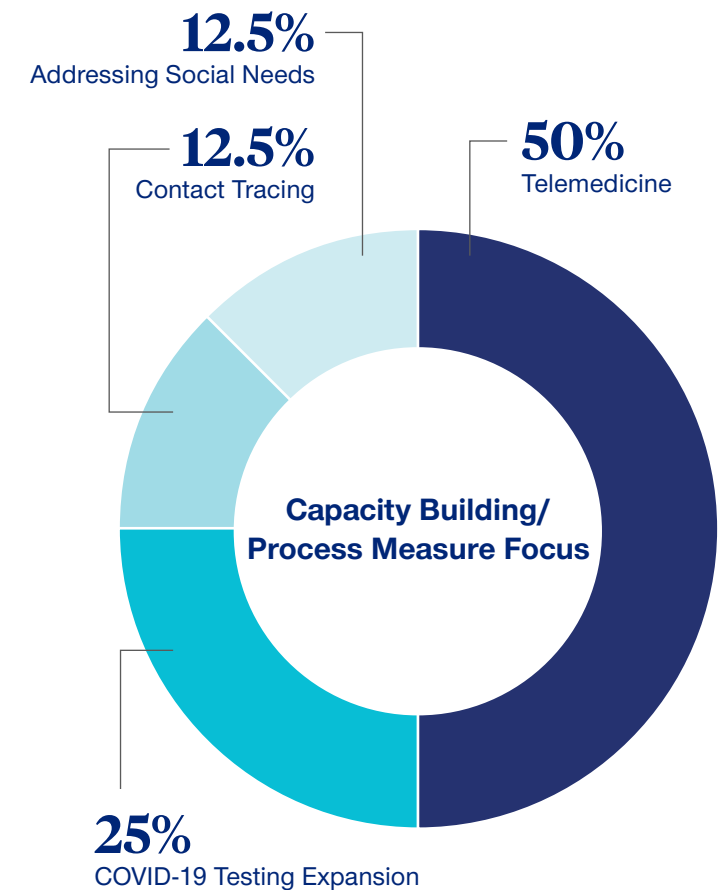
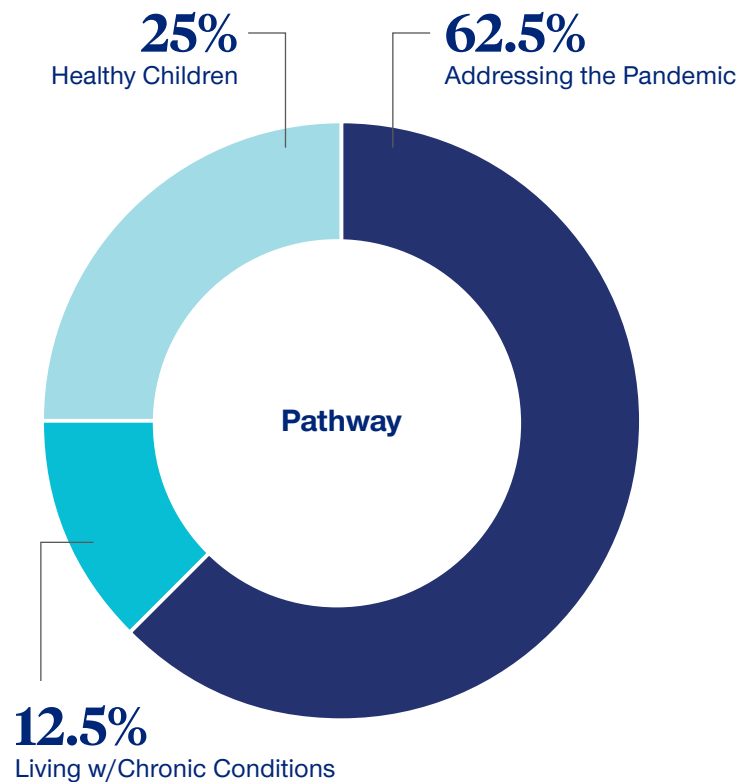
COVID-19 is an unprecedented public health emergency that has amplified existing health disparities and significantly affected the nation’s safety net, posing many new and growing challenges for FQHCs. As part of our mission to help people live healthier lives, we’re providing support to FQHCs through Transformation Investments and our Catalyst program.

### FQHC Transformation Investments

UnitedHealthcare launched the FQHC Transformation Investment Program to address decreased cash flow at FQHCs and the need to invest in capacity building efforts as a result of the historic shift in utilization caused by the public health emergency. The program has invested \$20 million in over 300 health centers in 22 states, including nearly \$500,000 invested in eight Rhode Island FQHCs.

The FQHC Transformation Investment Program is a one-time investment based on a portion of the individual FQHC’s 2019 utilization. The FQHCs commit to specific process measures aligned with their selected pathways to demonstrate that they have translated the payment into targeted transformation efforts.

With the Transformation Investments, FQHCs have pursued community-based solutions to expand access and improve outcomes. Most Rhode Island FQHCs have used the investments to focus on Addressing the Pandemic and Healthy Children, the majority of which are building their Telemedicine and Digital Engagement capacity to meet those needs.







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# Community Providers



### Investing in Rhode Island Communities to Improve Health Outcomes

UnitedHealthcare Community Plan of Rhode Island has invested \$250,000 in two FQHCs through the Catalyst program, which is a collaborative effort to address social needs, advance population health, and most importantly, to improve and expand access to care for the communities we serve.

By partnering with each health center for a year, the program is supporting strategic collaboration to develop and implement a plan to address one area of health that is either specific to a patient population, a social issue or a health condition.

As we continue to build on our existing partnerships and broaden our reach with very strategic focus area initiatives, we will be able to fulfill on our united mission to help people live healthier lives and help make the health care system work better for everyone.



### Addressing Health Disparities and the Opioid Crisis

The East Bay Community Action Program (EBCAP) is a FQHC, a state licensed Community Mental Health Center (CMHC) and a Community Action Program serving families with integrated health and enabling services. They make up one of the large investments, with \$100,000 worth of funding going toward their efforts to help the youth and adolescent population, specifically those enrolled at East Providence High School and at-risk youth eligible for Family Care Community Partnership. The catalyst funding will support operational activities that will increase access to and improve the quality of substance-use disorder treatment as well as community medical and behavioral health services.

The hope is to positively impact health disparities, address social needs, advance population health and address the opioid crisis.



### Improving Access to Care

Another \$150,000 is going to Providence Community Health Center (PCHC), and the only FQHC in Providence, Rhode Island. PCHC offers primary care services that are affordable, comprehensive, and culturally sensitive to around 60,000 residents of Providence and the surrounding areas. The target population will be Medicaid patients that are at highest risk, roughly the top 8% of our members.

The goal of this collaboration is to implement a high-risk clinic designed to provide integrated care navigation with community health advocates, telemonitoring with telemedicine, integrated nurse care management and longer provider visits to better address complex problems and enhance engagement with patients. By also partnering with Farm Fresh Rhode Island, patients will have access to healthy food choices to help improve their quality of life.



## Our Key Priorities

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# Community Solutions

## UnitedHealthcare Makes Strides to Promote Health Equity in Rhode Island

When it comes to health, numbers don't always tell all. To better identify the health needs of Rhode Islanders, promote health equity and reduce health disparities, UnitedHealthcare Community Plan is going beyond the figures and developing detailed analysis through focus groups and interviews with our Medicaid members. This qualitative approach is timely as a recent federal report described the need for qualitative data (e.g., focus groups and interviews) to identify patients' health needs and improve health.

Health equity is when everyone has a fair and equal opportunity to access health care and to be as healthy as possible. On the flip side, health care disparities are when there are barriers and differences in the amount and quality of care that certain populations receive. It is known that many social determinants of those eligible for Medicaid, such as lack of housing, poverty, food insecurity and more, are barriers to healthy outcomes.



This health equity project is ongoing, but some of our initial findings include:

- A desire for more educational information and classes, specifically around chronic disease management, to increase utilization of health care services
- Suggestions for increased community integration to connect people to services and case workers, ensuring adequate service delivery, to help increase utilization of substance misuse treatment services
- Current barriers to building trust in health care systems include cost and racial bias. Facilitators of building trust include greater transparency around cost, racial concordance and a greater emphasis on whole-person care
- Desired social determinants of health programs include improved transportation services and/or reimbursement for commercial rideshares, more coordination for community services, housing programs for people with severe illnesses, culturally specific nutrition program and social support programs specific to subgroups of people

\*Member verbatim



“ So I never ever thought to seek out my health insurance company about the housing because I never connected the two things together. I just kind of was like, these two are separate. They're not like about my health. But when you think about it, where you live in your environment really does affect your health. So if I had known that my insurance company had a way for me to get into a shelter faster that would be cool, because it's not that I would get a leg in the door before anybody else, but just a leg up.”

- Member verbatim





## Our Key Priorities

### Containing costs for program sustainability

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# Containing Costs for Program Sustainability



At UnitedHealthcare Community Plan, we care for the individual and the many through transformative provider and community partnerships, which results in program sustainability.

We focus on programs and practices that deliver proactive, integrated care that addresses not just health conditions, but also the social and environmental factors related to an individual's well-being. This approach is designed to streamline administrative inefficiencies to prioritize high-value care, improve efficiency and reduce duplication of services and treatments that only address a portion of the underlying health need — ultimately curbing costs while also improving outcomes.

Working together, the state, providers and payers can improve the value to our members and all Rhode Islanders.



## Community Involvement

Our mission is to help people **live healthier lives**. Our role is to **make health care work for everyone**.

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Every day, our Rhode Island teams support their communities by:

- Supporting the state, providers and community in addressing COVID-19
- Investing in addressing food insecurities in Rhode Island through grants to the RI Food Bank and sponsoring mobile food distribution throughout the state
- Addressing housing and homelessness in Rhode Island through strategic community partnerships and the creation of affordable housing in the state
- Supporting the needs of new and expecting moms through the Healthy First Steps program and community baby showers
- Meeting the food and nutrition needs of the community through expansion of meal and formula efforts for members
- Providing educational and training sessions for members and community-based organizations
- Opioid prevention and treatment

Leveraging the experience and wealth of resources at UnitedHealthcare, we are focused on helping the health system be more efficient, more effective and proactive in addressing member's health and wellness.

These partnerships provide important education and events for the communities we serve, such as:

- Community baby showers
- Member education events
- Food distribution and local farmer's markets
- Virtual education and training sessions for community-based organizations
- FQHC appreciation week





# Community Involvement

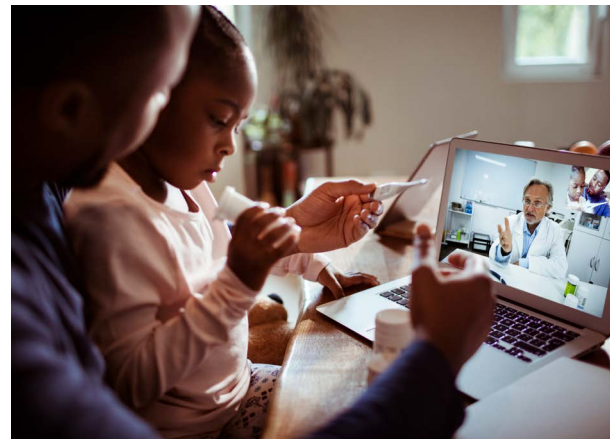
## COVID-19 Response

The COVID-19 pandemic created an opportunity for UnitedHealthcare Community Plan to put our core values into action. In addition to meeting the needs of our Medicaid and UnitedHealthcare Dual Complete® plan members through increased engagement, we worked with providers and communities to identify and support their needs. Some of the most significant initiatives include:



### \$500K

Investing nearly \$500,000 to support Rhode Island federally qualified health centers (FQHCs) in addressing their decreased cash flow and the need to invest in capacity building efforts.



### \$250K

Investing \$250,000 in two Rhode Island FQHCs to address social needs, advance population health and improve and expand access to care for the communities we serve.



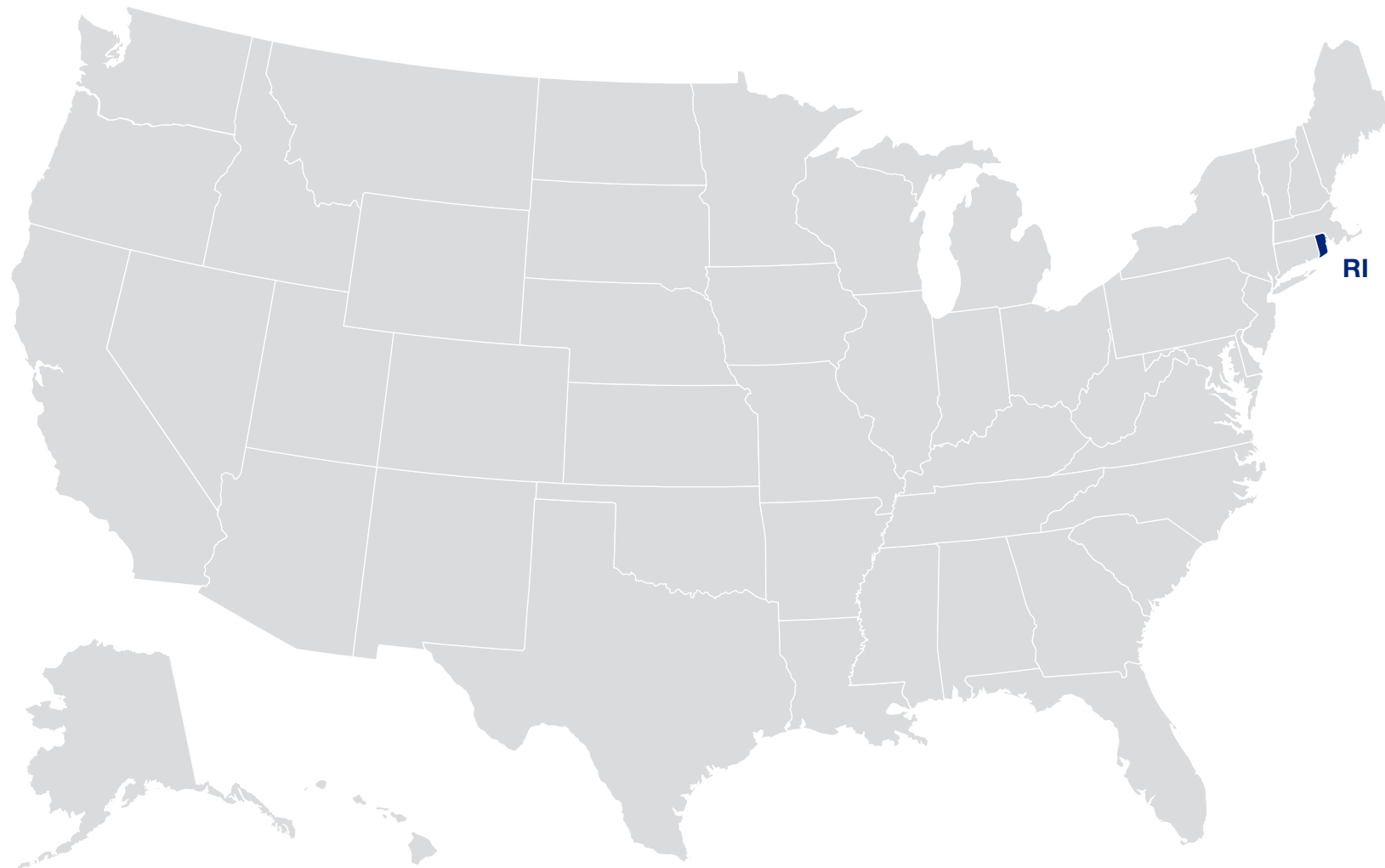
### \$60K

Awarding \$60,000 in Empowering Health grants to the Rhode Island Community Food Bank to help address hunger and food insecurity, which are among the most urgent needs resulting from COVID-19.



### 38K+

Donating more than 38,000 total masks, units of hand sanitizer, blankets, pulse oximeters, digital thermometers and digital scales to community partners, including local food banks, homeless shelters, FQHCs, respiratory clinics and community agencies.



We welcome your **questions, comments and feedback**. To find out more about UnitedHealthcare Community Plan, or to get in touch with us, please use the resources below.

**We look forward to hearing from you.**

### **UnitedHealthcare Community Plan of Rhode Island Contact**

For more information about UnitedHealthcare Community Plan of Rhode Island, please contact:

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