

Appendix D: Methodology

State-specific review. CSSP and Manatt identified and assessed states’ Medicaid policy environments and adult and pediatric care delivery initiatives focused on social and emotional development. Four states– California, North Carolina, New York and Oregon – were identified as “deep dive” states based on their Medicaid leadership, high rates of children’s enrollment in Medicaid, and leading edge practices. To obtain a deeper understanding of these states’ policies and practices, CSSP and Manatt reviewed policy documents in these states, including Medicaid managed care contracts, Medicaid 1115 waivers, and state legislation, and conducted interviews with key state Medicaid policymakers and stakeholders. A handful of other states, including Colorado, Oklahoma and South Carolina, were also selected to highlight targeted, leading initiatives focused on Medicaid and children’s social and emotional development.

Key informant interviews. Manatt and CSSP interviewed 35 key informants in Medicaid policy and pediatric care, including current and former State Medicaid program officials; leaders at health plans and healthcare-related associations; and experts in pediatric care delivery. The priority state and national expert interviews directly informed the strategies and tools included in the Blueprint. They shared their experiences with various pediatric care initiatives, discussed challenges and key lessons learned and highlighted implementation considerations. Interview guides were shared in advance and interviews entailed 30-60 minute phone calls or in-person discussions focused on the interviewees’ insights on leveraging Medicaid to impact young children’s social and emotional development.

Interviewees: Priority States	
California	
Mari Cantwell	California Medicaid Director
Brenda Grealish	Acting Deputy Director, Mental Health & Substance Use Disorder Services, California Department of Health Care Services
Rene Mollow	Deputy Director, Health Care Benefits & Eligibility, California Department of Health Care Services
Sarah Brooks	Deputy Director, Health Care Delivery Systems, California Department of Health Care Services
Jacey Cooper	Assistant Deputy Director, Health Care Delivery Systems, California Department of Health Care Services
New York	
Kalin Scott	Director, New York Medicaid Redesign Team, New York State Department of Health
Dr. Douglas Fish	Medical Director, New York State Department of Health
North Carolina	
Dr. Mandy Cohen	Secretary of North Carolina Department of Health & Human Services
Susan Perry-Manning	Principal Deputy Secretary, Office of the Secretary, North Carolina Department of Health & Human Services

Becki Planchard	Senior Early Childhood Policy Advisor, Office of the Secretary, North Carolina Department of Health & Human Services
Dr. Elizabeth Erickson	Pediatrician, Duke Children's Primary Care Roxboro Street
Carolyn Merrifield	Carolinas Programs Director, Reach Out & Read
Ginger Young	Founder and Executive Director, Book Harvest
Isabel Geffner	Advancement Director, Book Harvest
Oregon	
Dr. Helen Bellanca	Family Physician, Kaiser Permanente; Former Medical Director, Health Share of Oregon
Christine Bernsten	Director of Strategic Initiatives, Health Share of Oregon
Tina Edlund	Senior Health Policy Advisor, Office of the Governor
Dr. Dana Hargunani	Chief Medical Officer, Oregon Health Authority
Peg King	Kindergarten Readiness Project Manager, Strategic Initiatives, Health Share of Oregon
Rosa Klein	Human Services Policy Advisor, Office of Governor
Bobby Martin	Foster Care Systems Manager, Strategic Initiatives, Health Share of Oregon
Interviewees: National & State Experts	
Melody Anthony	Deputy State Medicaid Director, Oklahoma Health Care Authority
Kate Breslin	President & Chief Executive Officer, Schuyler Center for Analysis & Advocacy
Suzanne Brundage	Director, Children's Health Initiative, United Health Fund
Dr. Stephen Cha	Chief Medical Officer, UnitedHealthcare
Toby Douglas	Senior Vice President of National Medicaid, Kaiser Permanente
Dr. Paul Dworkin	Executive Vice President for Community Child Health at Connecticut Children's Medical Center and Founding Director of the Help Me Grow National Center
Gretchen Hammer	Founder, Public Leadership Consulting Group; Former Colorado Medicaid Director
Dr. Mike Herndon	Chief Medical Officer, Oklahoma Health Care Authority
Colleen Meiman	Senior Policy Advisor, National Association of Community Health Centers
Becky Pasternik-Ikard	Chief Executive Officer, Oklahoma Health Care Authority
Sara Rosenbaum	Professor, Department of Health Policy, George Washington University
Chad Shearer	Vice President of Policy & Director of Medicaid Institute, United Health Fund
Christian Soura	Vice President of Policy & Finance, South Carolina Hospital Association
Melinda Thomason	Director of Health Care Systems Innovations, Oklahoma Health Care Authority
Bridget Walsh	Senior Policy Analyst for Health and Public Health, Schuyler Center for Analysis & Advocacy

Medicaid Leader Insights. On February 8, 2019, CSSP and Manatt convened 14 national, state and sector-specific experts in young children’s development and Medicaid. A working draft of the Blueprint was shared prior to the meeting, where Medicaid leaders shared feedback and engaged in a robust discussion on the priorities, strategies and tools outlined. Some participants had been identified based on their valuable insights during key informant interview phase, while others were recommended by various experts in their common fields.

Medicaid Leaders Convening Participants	
Medicaid Leaders	
Kate Breslin	President & Chief Executive Officer, Schuyler Center for Analysis & Advocacy
Dr. Rahil Briggs	National Director, HealthySteps
Suzanne Brundage	Director, Children’s Health Initiative, United Health Fund
Elisabeth Burak	Senior Fellow, Center for Children and Families, Georgetown University
Dr. Stephen Cha	Chief Medical Officer, UnitedHealthcare
Dr. Linda Elam	District of Columbia Medicaid Director & Deputy Director, District of Columbia Department of Health Care Finance
Gretchen Hammer	Founder, Public Leadership Consulting Group; Former Colorado Medicaid Director
Dr. Dana Hargunani	Chief Medical Officer, Oregon Health Authority
Dr. Dipesh Navsaria	Associate Professor of Pediatrics, University of Wisconsin School of Medicine and Public Health
Dr. James Perrin	Professor of Pediatrics, Harvard Medical School
Christian Soura	Vice President of Policy & Finance, South Carolina Hospital Association
Dr. Kimá Joy Taylor	Founder, Anka Consulting; Board Member, Community Catalyst
Melinda Thomason	Director of Health Care Systems Innovations, Oklahoma Health Care Authority
Jennifer Tracey	Senior Director of Growth & Sustainability, HealthySteps
Project Leads & Facilitators	
Dr. Katie Beckmann	Program Officer, Children, Families, and Communities Program, David and Lucile Packard Foundation
Donna Cohen Ross	Senior Advisor, Medicaid and Early Childhood, Center for the Study of Social Policy
Stephanie Doyle	Senior Associate, Young Children and their Families Team, Center for the Study of Social Policy
Jocelyn Guyer	Managing Director, Manatt Health
Alice Lam	Director, Manatt Health
Ngozi Lawal	Project Director, Prenatal to 3 Initiative, Center for the Study of Social Policy
Erin Robinson	Policy Analyst, Center for the Study of Social Policy
Madeleine Touns	Consultant, Manatt Health

4. Glossary of Relevant Terms

Term	Definition
Assessment	Process for monitoring, observing, and evaluating a child’s development and developing specific recommendations for addressing a diagnosis.
Bright Futures	Bright Futures is a national health promotion and prevention initiative, led by the American Academy of Pediatrics and supported, in part, by the US Department of Health and Human Services, Health Resources and Services Administration (HRSA), Maternal and Child Health Bureau (MCHB). The Bright Futures Guidelines provide theory-based and evidence-driven guidance for all preventive care screenings and well-child visits
Community Health Worker	Part of the health team who serves as a frontline liaison, guiding individuals and families through the health, social, and community services systems to foster health and well-being.
Dyadic Treatment	Therapeutic treatment that is provided to the caregiver-child dyad together.
Developmental Screening	Indicating whether a child’s development is on track through a quick snapshot of a child’s health, based on age appropriate metrics and validated tools.
Managed Care Organization	Private health plans that contract with a state under a capitated rate for a comprehensive risk contract.
Medical Home	Patient- and family-centered model of care, typically in primary care offices, that incorporates a team-based approach to provide high-quality, coordinated, compassionate, and culturally effective care for children, adults, and families.
Medical Loss Ratio (MLR)	<p>Measures generally how much a plan spends on the provision of covered services compared to the total revenue it receives in capitation payments from the state.</p> <p>CMS now requires that both Medicaid and CHIP managed care plans calculate and report their MLR according to standards that are similar to Medicare Advantage and the private market.</p>
Providers (pediatric care providers)	Practitioners who work regularly with children and their families (i.e., pediatricians, obstetrician/gynecologists, primary care physician, etc.), as well as nurse practitioners, psychiatrists, psychologists, social workers, medical assistants, and community health workers.
Social and Emotional Development	A child’s ability to form secure relationships, experience and regulate emotions, and explore and learn.
Team-based Care	Services delivered by providers working collaboratively with children and their families/caregivers to provide coordinated care across physical, behavioral, social and emotional, and socio-economic domains.
Value-Based Payments	An approach to reimbursement based on paying for health outcomes rather than the volume of care that is provided.