



Parkland
Community Health Plan

2021
**Report to
the Community**

Letter From the CEO

Improving health outcomes among underserved populations can be a tall order – but at Parkland Community Health Plan (PCHP), we believe we’re up to the task. Over the past year, we have taken significant steps to develop an overall experience that empowers our members to improve their health and, in turn, the overall health of their communities. We’re working to ensure greater health equity in the communities we serve by making good healthcare easier to access, whether in-person or remotely. We want to be the plan of choice for STAR Medicaid and CHIP-eligible families in North Texas, and we feel confident that the foundation we’ve built in 2021 will ensure our continued ability to meet that goal.

- » In April 2021, we successfully completed an organizational transformation away from third-party administration – this was a major milestone in our growth as a health plan, and it lays the groundwork for PCHP to provide a best-in-class member experience moving forward. The changeover allows us to better control and manage our member data, further develop and expand our provider network, and place greater focus on meeting state and industry standards for health plan quality.
- » We continued to raise awareness of PCHP through significant print and digital advertising campaigns, as well as a new, user-friendly website and dedicated member and provider portals. We’ve also worked to position PCHP as an industry thought leader, with members of our executive team participating in healthcare conferences, industry podcasts, and local TV appearances and sharing our plan’s story with a larger audience.
- » We found innovative ways to meet our members where they are, providing 24/7 support to pregnant members through a new mobile app and offering nonemergency medical transportation to members enrolled in our STAR Medicaid plan.
- » We worked with community partners to offer a variety of outreach opportunities including food drives, health screenings, and vaccinations, as well

as participating in other community-wide events like the State Fair of Texas and the Dallas Mayor’s Back to School Fair.

- » We onboarded almost 100 new staff and built a culture of mission-focused teamwork while continuing to operate primarily in a remote environment.
- » The automatic renewal of benefits for Medicaid members remained in place for 2021, which enabled us to increase our membership base by 8.6%, to nearly 223,000.

As it did in 2020, the COVID-19 pandemic continues to affect our day-to-day operations. In response, we’ve been able to offer virtual training and education to the 6,000+ providers in our network and restructure many of their agreements. And as a subsidiary of the Parkland Health system, PCHP provided more than 1,900 staff hours of non-clinical volunteer support to Parkland Health COVID-19 testing and vaccination sites and other nonclinical areas.

With the help of key strategic partners and the Parkland Center for Clinical Innovation, we have used innovative approaches to address important issues like maternal health and disease management.

As we move into 2022 and beyond, we continue to evaluate opportunities to expand PCHP’s reach to better serve the Medicaid and CHIP population in North Texas. We thank you for your support as we work to improve lives in our local communities. ■



John W. Wendling

John W. Wendling
Chief Executive Officer

Letter From the Board Chair

Since its founding in 1999, Parkland Community Health Plan has worked diligently to promote good health and wellness through the high-quality, accessible services and programs it offers in our local communities. Education and awareness are key components of public health – when we help people understand their plan benefits and use them effectively to live healthy lives, they can go on to promote good health in their own communities.

Over the past year, PCHP has taken significant positive steps to improve the way it fulfills its mission. By transitioning to a standalone operating model, it has improved member retention, communication, and customer service. It also strengthened its relationships with network providers by developing alternative payment models designed to provide performance-based revenue opportunities, which ultimately ensures members are receiving the best possible care.

Like its partners across the Parkland Health system, PCHP is committed to addressing health equity among the communities it serves. To do so, it has developed innovative, data-driven ways to address social determinants of health and empower members to live their best lives. With offerings a new mobile app for pregnant women, which helps improve maternal health by reducing feelings of isolation and stress, PCHP has

been able to meet members where they are. That kind of forward-thinking approach also led to our highest choice performance in 2021, with more members enrolling in PCHP than previous years.

It has been truly gratifying to witness the progress PCHP has made this year and how that progress has translated to improved lives, not only in Dallas County but throughout its service area. Organizational transformation is never easy, but it’s all the more impressive when it happens in a virtual environment during a global pandemic. I’m proud of how the entire PCHP team embraced this challenge and achieved remarkable results in a short period of time. As we move forward, I’m confident that this health plan will become a significant means of providing equitable care to communities throughout North Texas and empowering people to take charge of their own health. ■



Frederick P. Cerise

Frederick P. Cerise, MD, MPH
President & CEO, Parkland Health



Connecting Communities to Quality Care

Parkland Community Health Plan (PCHP) was established as a managed care organization in 1999 when our parent organization, Parkland Health, saw a need to extend its services and offer high-quality, low-cost care to Dallas area residents without private health insurance. Through our health plan, a portion of the community’s uninsured population was connected to programs and services designed specifically for them.

With the support of local community leaders, PCHP began providing services to Texas STAR Medicaid and CHIP recipients, helping members to access reliable care, improve their overall health, and feel valued as part of their communities. Today, we are proud to serve more than 220,000 members across Dallas, Collin, Ellis, Hunt, Kaufman, Navarro, and Rockwall counties.

At PCHP, we believe it’s important to think of health as a complete continuum of care that focuses on educating and empowering members to take charge of their health. By using a data-driven approach to better understand the social determinants of health that affect our members, we’ve been able to develop programs and offer resources that will have a positive, lasting impact on those we serve. Moving forward, we hope to expand our approach to additional lines of business and become the plan of

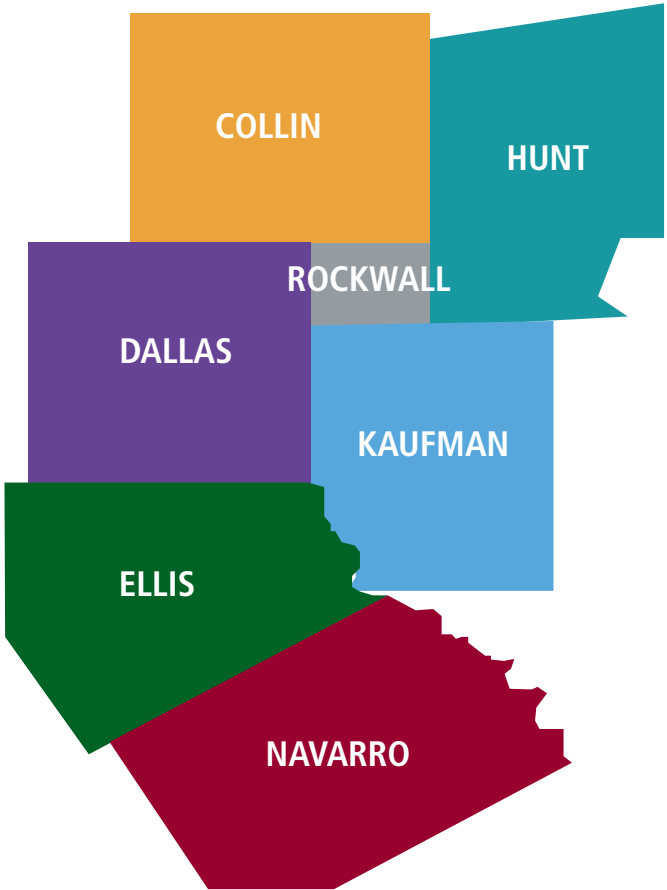
choice for even more families and individuals in this rapidly growing region.

To help distinguish our services in the community, PCHP recently defined its organizational purpose. With the executive leadership team complete in early 2021, the time was right to determine our new mission, vision, and values. After much discussion across the organization, we identified the following statements as being most reflective of our purpose as a health plan – and of our belief that everyone is entitled to quality care that’s accessible, local, and meaningful.

Membership by County*

DALLAS	173,853	HUNT	6,406
COLLIN	20,210	ROCKWALL	3,030
ELLIS	11,183	NAVARRO	1,453
KAUFMAN	9,110		

*As of December 2021.



Our Mission

We provide access to high-quality healthcare services, in partnership with our providers and stakeholders in the communities we serve.

Our Vision

Changing the way communities think about healthcare by connecting people to meaningful health and wellness experiences.

Our Values

Innovative

We consistently review employee, member, and provider experiences and pursue innovative ways to improve and advance processes, technology, accessibility, communication, payments, problem resolution, and marketing.

Diverse

We are an inclusive workforce that understands, values, and respects each other and reflects the diversity of the communities we serve.

Equitable

We provide fair, just, non-discriminatory opportunities to impartially serve our members, providers, business partners, and the community at large.

Accountable

Organizationally we take responsibility to reliably and consistently respond, serve, and deliver on commitments. Individually we are responsible for our behaviors, performance, and decisions.

Lead

We listen for understanding and lead by example. We model Servant Leadership at all levels, demonstrating care, compassion, empathy, respect, humility, trust, transparency, confidence, and courage.



Building a Team

In early 2019, faced with declining enrollment and a need to enhance our customer experience, Parkland Community Health Plan's (PCHP) parent organization, Parkland Health, made a decision to transition away from the third-party administration model under which PCHP had operated since its founding in 1999. In a crucial moment where the health plan needed to improve accountability and transparency to better serve the community, this move would ensure long-term sustainability for the organization.

Parkland hired John Wendling, a healthcare leader with extensive experience in Medicaid managed care and an unmatched enthusiasm for quality and equality, to serve as CEO. John was charged with building an in-house team from the ground up. With a big challenge ahead, he began by bringing on an executive leadership team

By early 2020, the executive team was in place and actively onboarding team members one by one, creating the structure needed to enact positive change.

that could identify key areas for improvement and work to implement a major organizational transformation. By early 2020, the executive team was in place and actively onboarding team members one by one, creating the structure needed to enact positive change.

PCHP officially kicked off its organizational transformation initiative in February 2020 – shortly before the COVID-19 pandemic sent the entire staff into a remote working environment. Despite the challenges presented by the pandemic, our staff has continued to grow, from 78 employees at the end of 2020 to more than 160 employees in 2021. Today, that increased capacity enables us to provide innovative, high-quality health and wellness

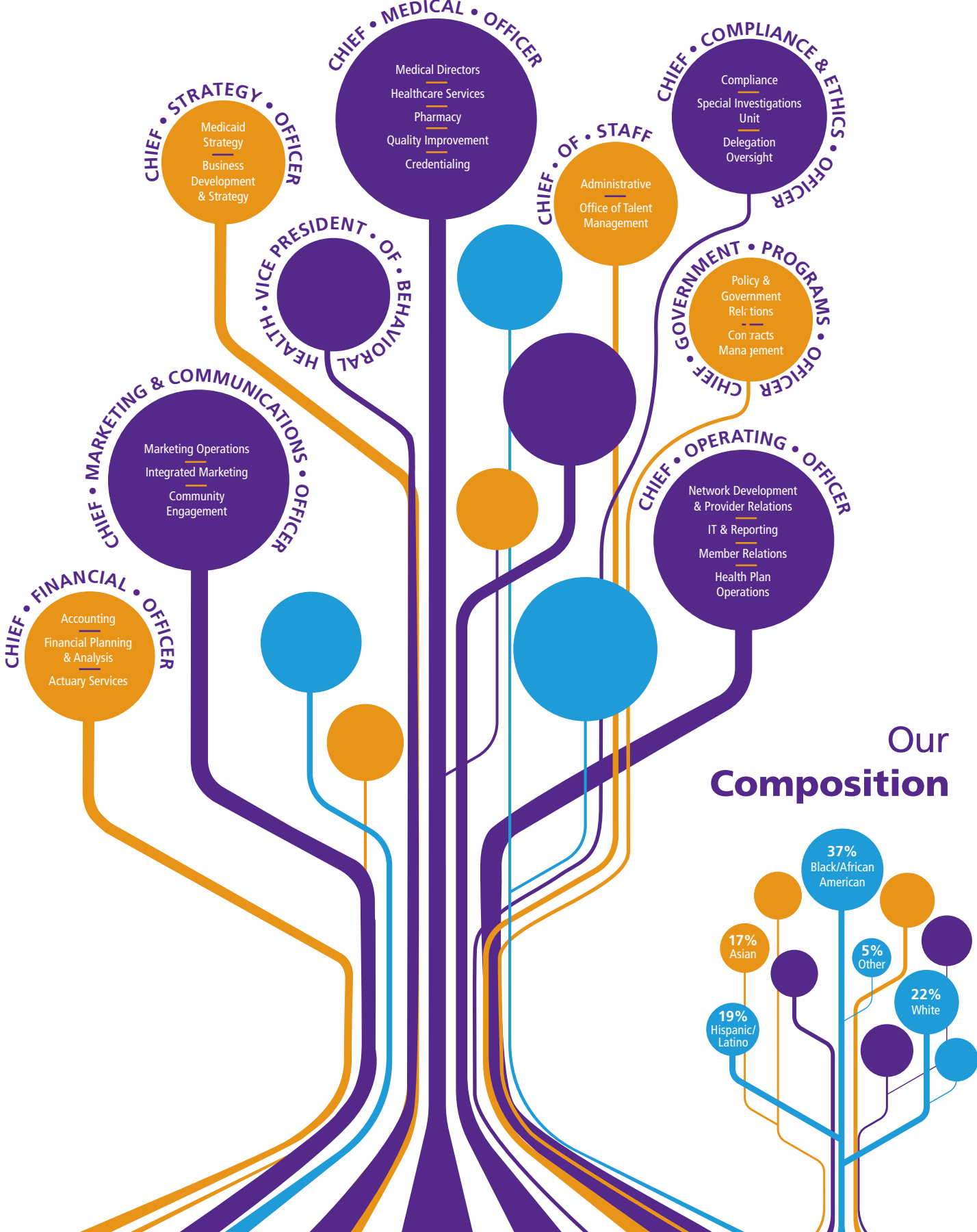
experiences to the children, teens, pregnant women, and adults we serve.

In the course of building the strong team we have today, there were plenty of critical factors to consider, including the following:

- » The State of Texas requires that all Medicaid managed care plans be accredited by the National Committee for Quality Assurance (NCQA) by September 2022. Providing the highest quality of care is a top priority for PCHP; our Quality team oversees the NCQA accreditation efforts while also identifying ways to meet the quality requirements set forth by the Texas Health and Human Services Commission (HHSC).
- » Medicaid managed care organizations are heavily regulated by both state and federal entities. Our Compliance staff has extensive expertise in interpreting regulatory guidelines, mitigating risk, and identifying potential concerns related to fraud, waste, and abuse. We are committed to operating ethically and in line with the regulations that govern our industry.
- » Healthcare issues are a key focus of our state legislature. With that in mind, we have assembled a Government Affairs team with significant experience in Austin (including a team member with previous experience serving as the legislative director for a state senator), which helps us stay aware of legislative developments while advocating for the issues that are most important to our health plan and its members.

One thing is for certain – our staff is a group of mission-minded individuals committed to helping people have the opportunity to live their best lives. As we continue to expand the services we offer, PCHP will look to bring on additional talented staff who can help us continue to provide outstanding care on our journey to becoming a trusted community resource for those we serve. ■

Our Organization



Enhancing Operations

Our executive leadership team had a big agenda in its first year. While leaders were building out their teams, they were simultaneously exploring a new operating system that would give Parkland Community Health Plan (PCHP) a foundation of viability and sustainability for years to come. This transition would move critical functions in-house from our previous third-party administrator, including appeals and grievances, care management, customer experience, data/reporting, finance, marketing and communications, outreach, provider relations, quality improvement, and website management.

Working with our external business partners, we implemented a new BPaaS-based (Business Process as a Service) platform that integrates all member touchpoints.

Within weeks of us kicking off the transformation, the world was hit with the COVID-19 pandemic and PCHP's entire staff moved to remote work. In the face of these challenges, the team adapted and successfully built the path toward our operational independence.

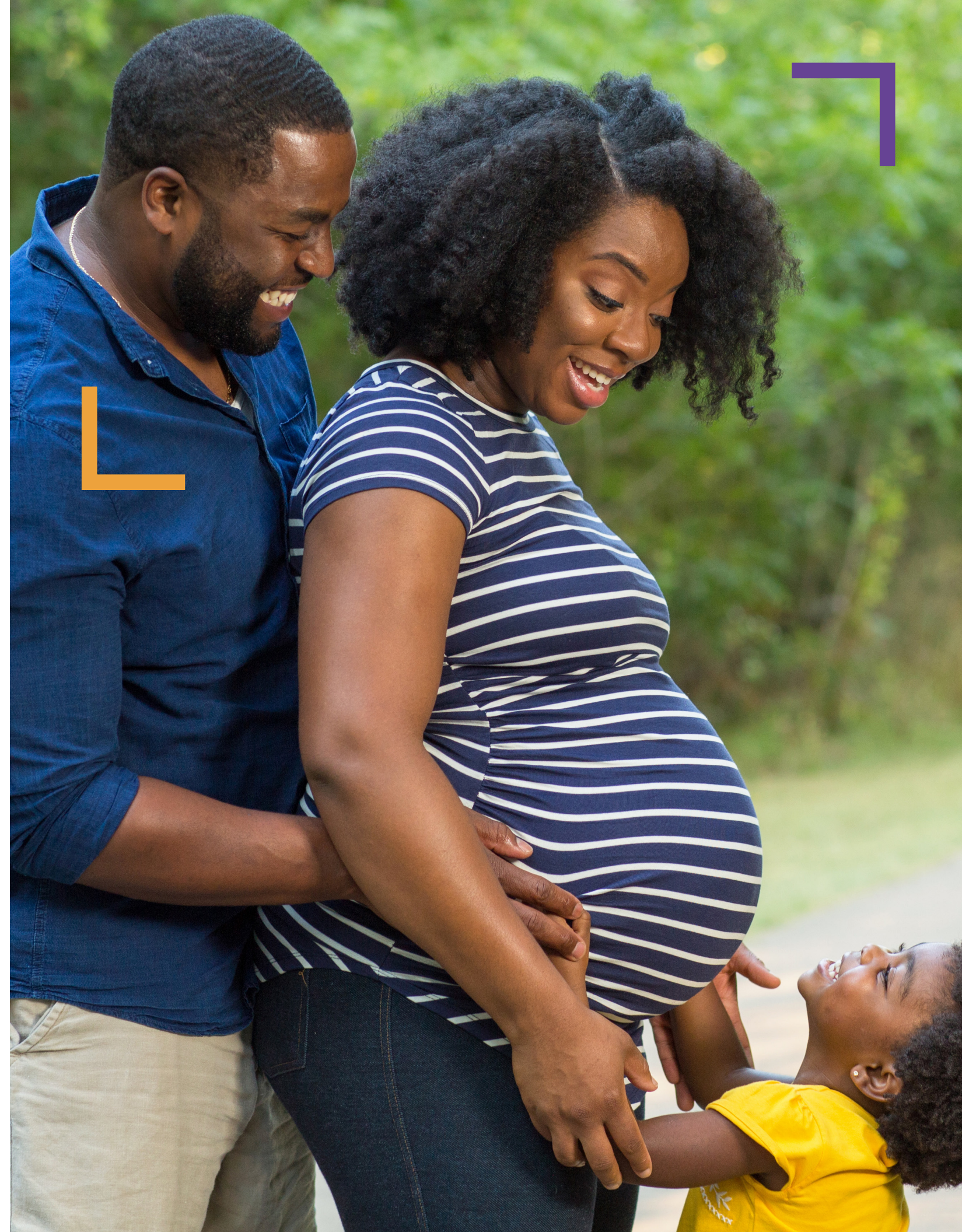
This change significantly altered the way we do business, improving our members' overall experience and increasing the quality of care we provide while controlling administrative costs. And this accomplishment is all the more notable because it was achieved entirely in a virtual environment without disrupting member, provider, or operational services.

PCHP kicked off the transformation project in early 2020, with a goal of building better health solutions to meet the growing needs of our medically underserved

populations. Working with our external business partners, we implemented a new BPaaS-based (Business Process as a Service) platform that integrates all member touchpoints from enrollment through care and disease management to ensure better coordination, resulting in improved communication with members. The new system also facilitates provider network management and allows for faster resolution of claims and appeals. Additionally, this cloud-based platform did not require the purchase of new technology, saving significant time and expense.

The new system included upgrades to our website portals, member services, and appeals functionality, allowing us to better manage health data and member transactions and improve relationships with the physicians and hospitals in our network. The new system also allows us to access enrollment, claims, customer service, and regulatory reporting modules in one convenient location. Better care coordination means better health outcomes – the community we serve will be healthier and more confident in how they approach their healthcare needs.

Once the organizational transformation became official on April 1, 2021, we focused on monitoring, testing, and refining systems, including creating a data warehouse and enhancing our reporting capabilities. This new and improved infrastructure will allow us the flexibility to plan for long-term growth, including possible future expansion into the Affordable Care Act market, employer groups, and other Medicaid lines of business. ■



Parkland. A name familiar to so many in North Texas – you hear it on the news, see its welcoming glow driving on I-35, or even have a personal story you pass on to friends. But add “Community Health Plan,” and the distinction might not be as clear. What is Parkland Community Health Plan? Is it the same thing as the hospital? What story does it have to share?

Throughout 2021, Parkland Community Health Plan (PCHP) made a concerted effort to raise our profile and distinguish our organization from the hospital among the communities we serve, the local healthcare industry, and the general public. Our vision is clear – to change the way communities think about healthcare by connecting people to meaningful health and wellness experiences. But where do we begin in telling our story? To start, we found creative ways to keep the pandemic from halting our efforts. From virtual member meetings to leadership appearances on local TV and the launch of an advertising campaign, we've built momentum around the brand to carry us into another defining year.

While the pandemic continues to affect our outreach events, we've still been able to engage with audiences in

settings large and small, virtual and in person, to help members understand the benefits and resources that come with their coverage. Leaders from across PCHP have demonstrated our expertise by participating in industry conferences, making podcast and TV appearances, and speaking to community organizations to highlight the

Our vision is clear – to change the way communities think about healthcare by connecting people to meaningful health and wellness experiences.

work we're doing to provide access to high-quality healthcare services. For the first time in PCHP's history, we launched an awareness campaign to help define who we are and our points of difference in the industry, which ultimately led to an increase in members choosing PCHP as their plan of choice. ■



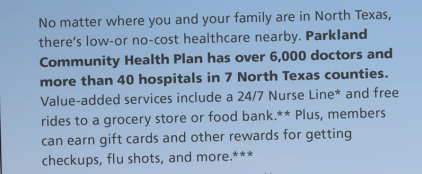
CEO John Wendling on CW33.



PCHP's booth at the State Fair of Texas.



CEO John Wendling at the Mayor's Back to School Fair in Dallas.



Learn more at
ParklandHealthPlan.com/Qualify
or call **1-888-214-2101**.



Ad in the *Dallas Examiner*.



The Healthcare Leadership Experience podcast with Lisa Miller featured Justin Skerbetz, PCHP's Chief Marketing and Communications Officer.



PCHP distributed growth charts to members at community events.



Outdoor signs placed in neighborhoods throughout our service area.

Innovating the Customer Experience

As Parkland Community Health Plan (PCHP) continues to build a health plan that's based on quality care and equitable treatment for our members, we believe it's important to make innovation a key component of what we do. We want to become a leader in Medicaid managed care, and part of that involves leveraging technology to keep our operating costs low while making it easier for members to take an active role in their own health.

In 2021, we worked with partners across the healthcare industry to identify member needs and develop programs that improve health outcomes in the communities we serve.

- » In January, we launched a partnership with a new disease management vendor. Together, we're providing educational materials and case management services to members with diabetes and asthma as part of the Be in Control program. In addition to giving members the tools they need to successfully manage these chronic conditions, we're able to provide timely interventions on topics like the COVID-19 pandemic and how these at-risk populations can best protect themselves.
- » In early 2021, we introduced a mobile application for our pregnant members. This innovative, interactive approach to combating isolation and loneliness during pregnancy features quick, low-stress assessments and games for users, along with the opportunity to interact with a digital "friend" or get connected to plan resources and other critical services like food and housing. As of December 2021, more than 700 members had downloaded the app and completed at least one behavioral health screening. Given the popularity of the app, we hope to expand its use to other member groups in 2022.

- » In collaboration with the Parkland Center for Clinical Innovation (PCCI), we're using data to identify specific neighborhoods across our service area that present opportunities to address widespread health issues through targeted outreach. One specific program focused on decreasing pre-term birth. An innovative text messaging program increased prenatal care visits, which enabled providers to focus on keeping mothers and their babies healthy throughout the pregnancy, resulting in decreased pre-term birth rates.
- » We're using text and interactive voice response (IVR) phone campaigns to reach members directly with reminders of key appointments, highlights of various member benefits, and other plan information.

While COVID-19 has continued to impact our community outreach efforts, we were able to adjust our approach in 2021 and offer programs in new formats, like virtual pregnancy classes and drive-through food pantry events. No matter the setting, we provided educational materials that were appropriate to the needs of the audience, giving members the chance to learn more about the benefits and services included in their health coverage. Our Living Well blog covers plan-specific and general healthy living topics of interest to our members. We've also partnered with several provider groups in our network to produce educational videos covering everything from ADHD and vaccinations to when you should (and should not) go to the ER – and by sharing these videos through our Facebook and YouTube channels, we're creating another option for current and potential members to connect with PCHP.

As we work to develop more innovative ways to provide care, understanding our member footprint in the seven North Texas counties we serve is vitally important. In 2021,

we began identifying the parts of our service area that are well covered by providers and outreach events, as well as those areas that are currently underserved by PCHP and represent an opportunity to expand and improve our offerings.

It's important for members to have multiple avenues for learning about and accessing their plan benefits – and the online resources we created in 2021 represent a convenient way to do just that. In April 2021, PCHP debuted a new website – ParklandHealthPlan.com – with streamlined content and user-friendly navigation. At the same time, we launched our new Member and Provider portals, which serve as a convenient way to access multiple services and handle multiple tasks from a single site. When members log in to the Member Portal, they can find nearby providers and pharmacies, view recent claims, and submit online requests to the PCHP Member Services team, among other features. Similarly, providers can access the Provider Portal to check claims payment status, verify member eligibility, and more.

Value-Added Services are another way that PCHP provides extra services outside of existing plan benefits, allowing



We are using phone campaigns to remind members of appointments, benefits, and other plan information.



PCHP holding a drive-through food pantry event during the COVID-19 pandemic.



We have more than 5,000 followers on Facebook.



In 2021, we launched our Living Well blog.

us to address social determinants of health and give members additional support when they need it. These services include access to a 24-Hour Nurse Line, free sports physicals, and non-emergency medical transportation, among other resources. We've also developed a member rewards program that's designed to motivate members, encouraging them to do things like receive a postpartum checkup or get a flu shot in exchange for reward points that can be redeemed for gift cards and other items. In refining the VAS program for 2022 and beyond, PCHP responded to member feedback by removing less popular services and replacing them with new ones that better address current needs, like free meal delivery and free car seats for pregnant members.

Moving forward, PCHP will continue to review and refine the services we offer and look for new opportunities to share innovative health solutions with our members so they can live their best lives. ■

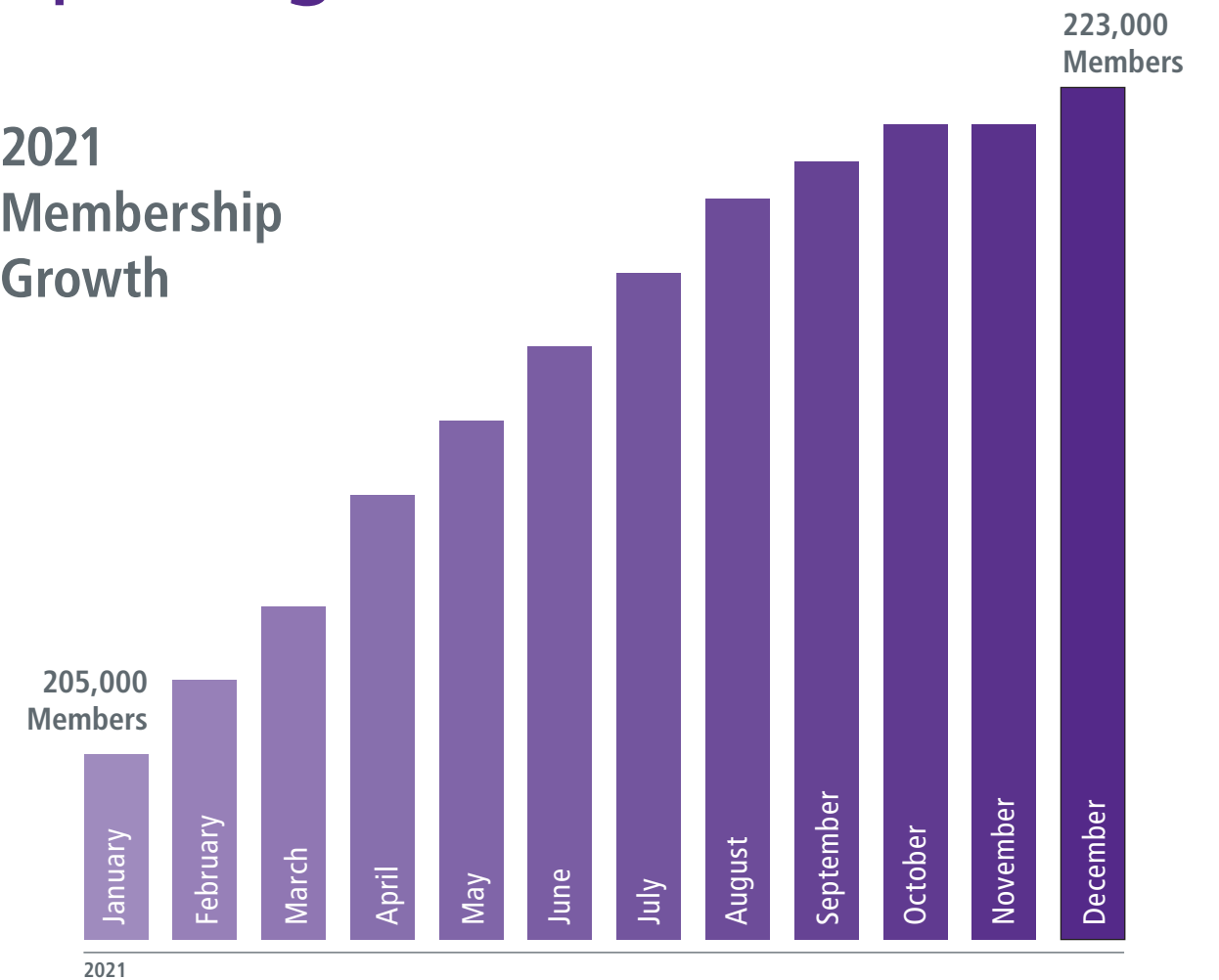


Customer Testimonial

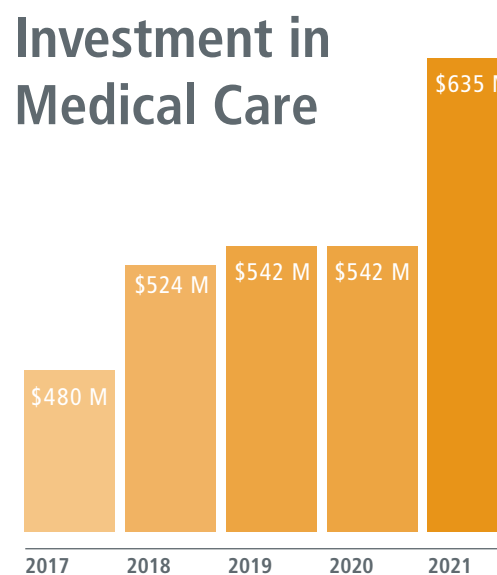
Our mobile app for pregnant women has proven popular with members. Recently, the app's support team reached out to a member in response to a social determinants of health screening that indicated a need for help with childcare and housing, showing her how to locate resources through the app. During a follow-up call the next week, the member confirmed that she was able to find several helpful resources, including a support group for moms.

Reporting Financials

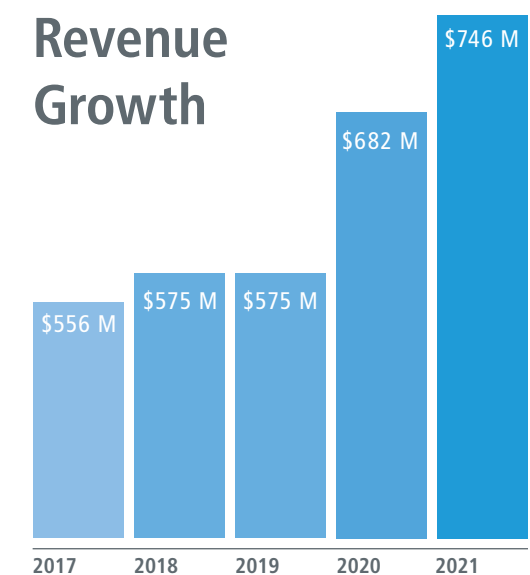
2021 Membership Growth



Investment in Medical Care



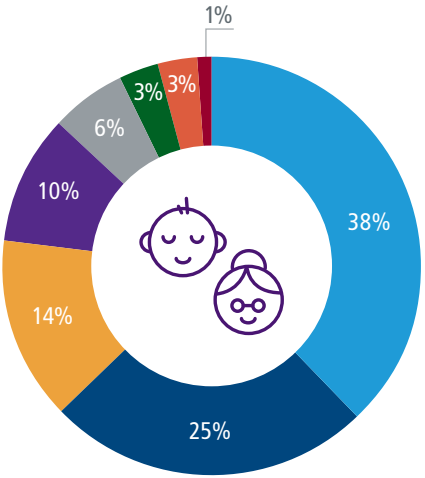
Revenue Growth



Serving Our Members

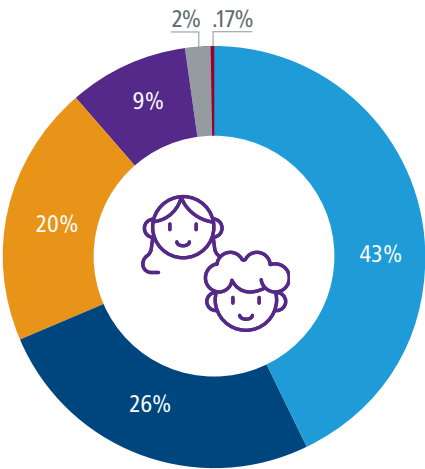
In 2021, Parkland Community Health Plan (PCHP) connected more than 220,000 members to high-quality health and wellness experiences, partnering with more than 6,000 network providers and over 40 hospitals and urgent care centers in our local communities.

Our three plan options have allowed us to serve a wide range of children, adults, and pregnant women – all of them at different stages in their journey as a member. Similarly, we work with an ever-expanding network of primary care providers and specialists across the counties in our service area, with the common goal of bringing quality care to our communities. ■



Membership by Age

- Pregnant Women
- Age 15–18
- Under Age 1
- Age 1–5
- Age 6–14
- Age 19–20
- TANF Adult
- AAPCA



Membership by Race/Ethnicity

- Hispanic
- Unknown
- Black/Non-Hispanic
- White/Non-Hispanic
- Other
- American Indian or Alaskan



Behavioral Profiles

Our members are comprised of more than age, race, and zip code. To really understand the mindset of the people we serve, behavioral profiles were developed to help us more strongly speak to them based on

where our members stand in their readiness to act and what supports they need to move them to action. Five distinct profiles exist.

Parents

- Immobilized**
Parents who may be ready to learn and do more but need specific ways to use more features of their plan.
- Disappointed**
Parents who believe PCHP is not living up to their expectations in some way related to quality or quantity of care.
- Empowered**
Parents who are satisfied with PCHP, feel supported by the plan, and have experienced few problems or difficulties.

Pregnant

- Struggling**
Pregnant women who realize they need help to overcome the many problems and difficulties they are experiencing.
- Thankful**
Pregnant women who are knowledgeable about their health insurance and feel that PCHP provides high value and the coverage they want.

Looking Ahead

As we look to the future, it's clear that PCHP has an opportunity to play a critical role in providing quality care to people throughout the Dallas service area. With a solid infrastructure and expanded staff in place, we are well-positioned for long-term growth and eager to move into the next phase of our journey as a health plan. In the coming year, we anticipate receiving interim accreditation from the National Committee for Quality Assurance (NCQA). Accreditation will be a clear indication to our members and providers that we are focused on providing the highest-quality care for members, along with outstanding service to our network of providers.

We will continue to develop and strengthen our partnerships with community stakeholders to better serve our local communities. And we'll continue to innovate in new ways, using a data-focused approach to tackle challenges related to the social determinants of health that impact our members each day. In the coming years, we hope to explore expansion into the Affordable Care Act marketplace and offer plans for employer groups, as well as additional Medicaid lines of business. Whatever the future brings, we want to be the plan of choice for people throughout North Texas – bringing good health to those we serve and creating a new definition of what it means to live in a healthy community. ■



Partnering With Us

We're committed to improving lives throughout North Texas and being a key part of the communities we all share – but we can't do it alone! Collaboration with important community partners is essential – we want to work together with other stakeholders to identify pressing needs in our local neighborhoods and offer meaningful solutions to improve the health and wellness of those we serve.

If you're interested in partnering with us to bring better health and wellness to our local communities, we'd love to hear from you! ■

Some of our most common and valued partnerships

- City of Dallas
- Head Start of Greater Dallas
- Independent school districts
- Community food banks
- Community clothing closets
- Coalition groups
- Non-profit organizations
- Day and night shelters
- Diaper banks
- Churches
- Clinics



To learn more or contact us, please visit ParklandHealthPlan.com/CommunityPartners.



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ParklandHealthPlan.com