



MA DSRIP
TA marketplace

CASE STUDY

Engaging and Retaining Innovative Care Partners Long-Term Services and Supports and Behavioral Health Members

CP: Innovative Care Partners

Innovative Care Partners (ICP) is a healthcare consortium that provides care coordination to MassHealth members with behavioral health needs in western Massachusetts.

TA Vendor: Archipelago Strategies Group

Archipelago Strategies Group (ASG) provides marketing, advertising, public relations, communications, and community outreach for organizations.

Project Description:

ASG provided TA to help ICP's enrollment team and care coordinators improve communication and collaboration with ACOs and primary care providers and better engage English- and Spanish-speaking members. ASG helped implement a direct consumer strategy to better engage members, including creating new brand guides for ICP and updating key member-facing documents. ASG also provided trainings to front-line staff to increase their levels of cultural competency.

TA Project Timeline: July 2019 - September 2020



Identified Challenge

ICP was established as an organization in 2018 to participate in the MassHealth Behavioral Health CP program. ICP leadership needed a cohesive strategy on how best to engage and enroll members, as well as on organizational branding to promote its services in the community. ICP identified member engagement as a top priority to address through the TA Card funds it received through the MA DSRIP TA



Program.

Background

Prior to engaging in a TA project with ASG, ICP formed a team of enrollment specialists responsible for engaging members. Enrollment specialists conduct outreach to identified ICP members through phone calls and letters and provide information about services offered by ICP and how members can enroll in care. The enrollment team is distinct from ICP's team of care coordinators; the latter are responsible for assisting members in navigating care options once enrolled with ICP.

TA Project Objectives

ICP sought TA to help their enrollment team better engage and enroll English- and Spanish-speaking members. ASG conducted an analysis of member demographics, created a cohesive brand and marketing strategy for ICP, and provided training to frontline staff to increase

cultural competency and improve outreach strategies.

TA Project Development

ICP's leadership spoke to enrollment specialists to identify areas in which they needed support, and training was identified as a high priority. The ICP leadership team then made a list of goals for a potential TA project and reviewed the MA DSRIP TA vendor catalog to see which one aligned with ICP's specific needs. ICP selected ASG for their expertise in marketing and branding, as well as their experience working with organizations in the western part of Massachusetts.

ICP's Training Specialist and Quality Director met weekly with ASG at the beginning of the project and later transitioned to every other week. The Enrollment Manager joined many of these meetings to help shape the TA project.

ASG was vigilant about keeping things moving [with the challenges of Covid]. They were very efficient about...revamping trainings to virtual. They kept moving forward and were able to switch to virtual [TA] on a dime.

— ICP TA project team member

TA Activities

As part of this TA project, ASG completed three main TA activities with ICP:

1

Conducted a research and market analysis of ICP and their current members. This analysis included research on key member demographics; a review of ICP's current client-facing marketing materials; interviews with ICP leadership to identify challenges and opportunities facing the organization; interviews with regional providers and policy leaders across western Massachusetts to understand outside perspectives on ICP's services and capabilities; and interviews with members representing key demographics to understand barriers to enrollment at ICP. Key member demographics included age, and members identifying as Latinx, and as non-native English-speaking populations particularly in counties affected by increasing rates of substance use.

2

Developed and implemented a direct consumer strategy for members with long term services and supports and behavioral health needs. ASG created a guide to help ICP promote a cohesive brand to better facilitate collaboration between ICP and ACOs and primary care providers and help them fully understand the care coordination supports ICP provides to members. The guide served as a resource for the development of new, client-facing materials and for the update of ICP's current client-facing documents. Specifically, ASG updated current materials to clarify the care coordination supports that are available, why these care coordination supports exist, and how they can help members. ASG developed new templates for one-pagers, email outreach to members, infographics, and web content in English and Spanish. ASG also updated existing marketing materials, such as brochures and flyers, to better align with the recommendations in the guide.

3

Conducted branding and culturally-competent outreach training for enrollment team members and care coordinators. ASG briefed managerial staff at ICP on how to use the branding guide to create a "personality" or profile for the organization, including ways to communicate that ICP is dependable, caring, inclusive, offering an array of services to members. ICP care coordinators and enrollment team members attended trainings to learn basic Spanish words and phrases and practiced a sample script in Spanish to use for a first-time encounter with a Spanish-speaking member. All front-line ICP staff attended a training on direct consumer engagement, which involved tips on body language, active listening, phone call etiquette, and developing an elevator pitch for the organization.

Outcomes and Global Impact:

Prior to this TA project, ICP had considered the importance of an effective client-facing marketing strategy. Engaging ASG helped ICP operationalize a strategy by creating a cohesive brand guide and multiple client-facing materials to promote and define the organization and its services. ASG also involved staff at various levels of the organization in thinking about the importance of ICP branding on client enrollment and engagement. Enrollment specialists and care coordinators, who had been more removed from the business side of ICP by their member facing roles, were excited to learn how they could contribute to the organization's marketing efforts.

Through the outreach training, ICP enrollment team members learned effective and culturally-

competent ways to connect with potential members. This allowed ICP care coordinators more time to focus on their role providing ongoing case management with ICP members. An ICP project team member reported that the enrollment team adapted many of the communication and outreach skills they learned in ASG's training into their day-to-day work. Non-Spanish-speaking enrollment specialists reported feeling more comfortable engaging Spanish-speaking members, and ICP leadership reported that cultural competency has improved at the organization. ICP hopes to continue offering these trainings annually.

Finally, ICP is planning another project based on one of ASG's recommendations to collaborate with ACOs and other CPs directly on member engagement issues.