

South Carolina Department of Health and Human Services

Improving Electronic Communications: Reaching Medicaid Providers Through Email

Certified Public Manager Program

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Table of Contents

Background	1
Problem Statement	2
Data Collection	3
Data Analysis	4
Project Scope and Decision	5
Implementation	6
Evaluation	11
Future State and Recommendations	12
Summary	14
Appendix	16
Glossary of Terms	81
Works Cited	83

Background

South Carolina Department of Health and Human Services

The South Carolina Department of Health and Human Services (SCDHHS) is a state cabinet agency with an annual budget of \$7.7 billion (Baker, 2018). SCDHHS is the single state agency designated to administer the South Carolina Medicaid program, called Healthy Connections, under Title XIX of the Social Security Act. The agency is responsible for determining Healthy Connections Medicaid eligibility for all coverage groups and paying claims on behalf of its members. Through Healthy Connections Medicaid, SCDHHS concentrates on better care, better value and better health for South Carolinians.

Healthy Connections Medicaid is a medical assistance program that helps pay for some or all medical bills for many people who may not be able to afford health services. The program also assists individuals who are over 65, or who have a disability, with the costs of nursing facility care and other long-term services and supports expenses. Eligibility is usually based on applicants' income and assets.

The mission of SCDHHS is “to purchase the most health for citizens in need at the least possible cost to the taxpayer.” In this mission, the agency neither provides services directly nor regulates providers but rather uses financing policies to purchase health services for 1.05 million full-benefit and about 200,000 limited-benefit members in accordance with the state plan for medical assistance under Titles XIX (Medicaid) and XXI (CHIP) of the Social Security Act. (Services, 2019)

Medicaid Providers

Qualified health care providers can enroll in the Healthy Connections Medicaid program to receive reimbursement for services rendered to Medicaid members. As of May 1, 2018, SCDHHS had 56,691 providers enrolled into the Medicaid program. (Burkett, 2018)

The agency communicates policy changes and other information to these Medicaid providers through bulletins and alerts, which are posted on the agency's corporate site, scdhhs.gov, and emailed to providers.

Office of Communications

The agency's communications department works closely with other departments to ensure an understanding of the dynamics of the organization and the information needed to communicate. This includes branding, public relations, media relations, employee relations and communications, crisis communications, marketing and all internal and external messaging on all platforms. The department works with agency staff to plan and implement strategic marketing, communications and engagement initiatives. The Office of Communications reviews and offers final approval of all materials intended for distribution to the external stakeholders, including the public or other identified "special audiences."

When it comes to standard provider communications, i.e., bulletins and alerts, there are policies in place (See Appendix A and Appendix B). There is a designated staff member (me) responsible for the review of all external communications, including the review of these standard provider communications.

Problem Statement

The agency's current email system, a PHP List, is antiquated and does not meet the agency's needs. SCDHHS is not in a position to encourage Medicaid providers to sign up to receive bulletins, the mechanism to communicate a policy change, or pull email addresses from provider applications, as the agency's system cannot effectively handle the volume. It also takes days and weeks for one message to complete distribution. This is critical as email bulletins and alerts are the primary way SCDHHS communicates to providers. The agency also has no way to target emails or track communications and report metrics (e.g., delivery rate, open rate, click through rate). SCDHHS needs to be able to register all Medicaid providers with an email address into agency's email communication system, and target messages to these Medicaid providers within 24 hours from send time.

Additionally, the internal process is cumbersome. I believe research will demonstrate this should be moved into a different department.

Data Collection

First, the process for how providers enroll and are notified to sign up for Medicaid bulletins—the mechanism the agency uses to communicate policy changes—was mapped out in a flow chart. I worked with the provider enrollment department to understand and map out this process and then created a flow chart to demonstrate the process (Appendices C and D). Once a provider is enrolled in Medicaid they must proactively visit the agency’s corporate site and search to sign up and subscribe to receive Medicaid bulletins. The official approval notification letter the provider receives (Appendix E) does not even communicate this.

I worked with the agency’s webmaster to gather continuous data; he pulled our current bulletin subscriber list by subscription list. The total was 17,542 subscribers. The breakdown is listed in Appendix F. It is important to note, that anyone can subscribe to Medicaid bulletins. You do not have to be a Medicaid provider.

Working the agency’s provider enrollment department, I was able to collect a count of current Medicaid providers (56,691) by provider type. This can be found in Appendix G.

Working with the agency’s webmaster, I received all the data from the past seven years of messages. While he could access the data, all that was available was the subject, from address, status (which means did the agency attempt to distribute the message), when the message completed its distribution and how many messages were processed, or sent.

I then took the data provided and matched it against when the email was set to release (a variable that was not able to be provided) to then determine how long it took to distribute a message (another data element that could not be provided). This was a manual process achieved by looking through historical files, both a hard copy binder log of archived bulletins and the corresponding official signed record files, the actual received emails and website postings of bulletins and alerts and their corresponding posting dates. I then calculated the

time between the date of the release and the date of completed distribution to determine the total email distribution time, or how many days it took for the email to reach all recipients from the time it was queued in the system until it was complete (Appendix H).

Data Analysis

As you can see in Appendices C and D, the current provider email subscription process is a broken process. Once a provider is enrolled in Medicaid they must proactively visit the agency's corporate site, scdhhs.gov, and search to sign up and subscribe to receive Medicaid bulletins. The official approval letter the provider receives (Appendix E) does not communicate this.

While there are 17,542 total subscribers to the bulletin listserv (Appendix F), the current listserv does not collect any information about the subscriber. Thus, there is no way to know if the subscriber is a Medicaid provider. Many subscribers could be agency employees, advocates, members of the media and others. I know I am included in the 17,542 count. If all the subscribers were Medicaid providers—which is not the case—the subscriber base accounts for 30.94 percent of the South Carolina Medicaid population.

Analyzing 275 emailed bulletins and alerts spanning from Dec. 3, 2012-May 16, 2018, the average it took for a message to be delivered was 7.4 days. There were 22 email messages that delivered within the same day and one message took 36 days to deliver to all recipients, the longest email distribution time. The standard deviation was 12.46, indicating more variation in the process and confirming the current email delivery process is unpredictable. Please see Appendix I for a graph of this. Upon further research, this occurs because the system can only send one message at a time. Meaning, if there are three messages in the queue for distribution the third message does not begin until after the first completes its distribution, and the second message starts and completes its distribution. With the way other SCDHHS internal processes are in place and external factors, like federal regulations and guidelines, this becomes problematic.

Project Scope and Decision

It was determined that a new email delivery tool was the solution for the agency. While the tool is to address an identified issue with provider communications, the solution should be able to expand to include Medicaid beneficiary, SCDHHS employee and other stakeholder communications. I drafted an initial request for proposal (RFP) that featured a detailed scope of work and the features offerors' solutions should include, in addition to hosting and management services. However, the decision was made to revise the solicitation to acquire a Software-as-a-Service (SaaS) email gateway solution for SCDHHS. Below is an excerpt from the solicitation:

SCDHHS is seeking a hosted SaaS based email gateway solution. The service will be used as an email gateway, or relay, for SCDHHS applications to send outgoing email to public email addresses. Because this is an email gateway meant for outgoing email sourced from application interfaces, it is impossible to estimate the number of users accessing the gateway.

The gateway must support an application programming interface (API) and simple mail transport protocol (SMTP) so SCDHHS applications can access this service to satisfy external emailing requirements.

The gateway must not limit the rate of the outgoing email to a rate less than 1 email per second, or 3,600 emails per hour. Volumes of outgoing email may exceed 1,000,000 emails per month.

The email gateway must have the ability to send messages via an API following either REST or SOAP standards, and the ability to send securely using the SMTP protocol.

The email gateway must support the ability to add attachments. There are no current requirements for adding attachments to outgoing electronic mail from applications; therefore, no estimates for sizing are available.

All electronic communications between SCDHHS must be encrypted using, at a minimum, a certificate-based encryption mechanism such as SSL.

The service must be a hosted system. (Svc, Health and Human, 2018)

Only one response was received. The initial RFP that was written was used in the evaluation of the proposal. Granicus, Inc. was awarded the contract for their GovDelivery Communications Cloud product. The cost was \$34,775 for a one-time setup and implementation fee plus a \$44,400 annual subscription fee. The contract also included a signed business associate agreement.

The agency was able to procure this contract quickly because of the support of the deputy director for the Office of Information Management (OIM) and chief information officer (CIO), coupled with a single bid. Had it not been for having a champion in executive leadership that saw the value in this tool, we would still be waiting for a solution.

Implementation

Project Stakeholders

I served as the SCDHHS owner for this project and worked closely with the Granicus implementation consultant. I identified other primary stakeholders that were essential in making sure this project was a success. These included: the CIO, and members of Information Technology Services, Information Technology Operations, Web Services, Medicaid Operations, Enterprise Reporting, Provider Outreach and the Office of Communications.

Implementation Timeline

The implementation process consisted of five main steps: scope, build, design, educate and launch. The project implementation kicked off in late May where the project team reviewed objectives and success measurements, assessed and established best practices and determined system settings and features.

From there, we went into the build phase which consisted of setting up a personalized account, building branded subscription pages and message templates, and configuring features and functionality. Anyone can subscribe to receive emails from SCDHHS from our website. This was our opportunity to be intentional about both what we want to communicate (i.e., the subscription topics) and what information we want to collect from the subscriber to help us target future communications. We no longer had to rely on just an email address for provider Medicaid bulletins and alerts.

In the design phase we created mockups for webpages and established consistent branding for templates (Appendix J), footers, headers, overlays (Appendix K) and other pieces. Additionally, Granicus created instructions for easy website integration.

In the educate phase of implementation, Granicus provided custom administrator training. We had both account administrator and topic administrator training. (See Appendix L for administrator roles and responsibilities.) I opened the topic administrator training up to individuals throughout the agency that currently communicate to stakeholders through Microsoft Outlook or another electronic communication vehicle that may eventually transition to this tool, and may even use the software themselves.

The final stage of implementation is the launch. In this stage, we begin acquiring subscribers and sending messages. While the initial launch date was Aug. 13, this proved to be too optimistic and did not factor in both internal and external challenges the project faced. We went live with the subscription overlay (Appendix K) on the agency's website, scdhhs.gov, Oct. 22, 2018. With the user subscription, I created a welcome campaign for new subscribers. Everyone receives the same first message. The second message is different and is based on what the subscriber selected for the "I represent" question when subscribing to receive emails from SCDHHS; this includes those that did not answer the question. The third email in the series is the same.

From May 31-Dec 31, 2018, I had over 40 meetings with the Granicus implementation consultant. I would estimate, excluding meetings with both internal SCDHHS staff and the vendor, I spent an average of six hours a week on this project implementation.

Going Live Before Launch

In early September of 2018, South Carolina was bracing for one of two hurricanes that would make landfall that Fall. Effective Saturday, Sept. 8, 2018, South Carolina Governor Henry McMaster declared a state of emergency in advance of Hurricane Florence. As such, SCDHHS felt it pertinent to get out a communication to its Medicaid beneficiaries in affected counties.

I came in on a Sunday and learned how to use GovDelivery to create a message. I also figured out how to upload a file provided by someone on our Member Management Replacement Program (MMRP) team of 53,824 Medicaid beneficiaries that met predetermined criteria. Once uploaded, I then narrowed the list of recipients to target those located in eight counties—Beaufort, Berkeley, Charleston, Dorchester, Georgetown, Horry, Jasper and Williamsburg. In a matter of seconds, it narrowed the list to 10,326 email recipients. I knew then, this SaaS would deliver.

While we had not officially launched, we successfully distributed our first email, “Hurricane Florence Preparedness” Sept. 10, 2018 (Appendix M). It had a delivery rate of 89%, a unique open rate of 43.4%, a bounce rate of 11% and an unsubscribe rate of 0% (Appendix N). All these were metrics we did not have access to in the past; what’s more, we could view these in real-time.

Connecting to Medicaid Providers in Real-Time

Once the GovDelivery SaaS was successfully launched the work did not end.

While I transitioned the email addresses from previous the listserv into the tool; I knew this included more than just Medicaid providers and captured anyone that previously subscribed from our website. We also knew it did not encompass all the email addresses in the Medicaid provider portal. The next goal was to build an application programming interface (API) to connect and update existing and new providers with GovDelivery. Creating custom integrations using APIs requires programming skills; thus, I would rely heavily on other departments for this phase of the project. Specifically, Enterprise Reporting.

I began mapping out which topics a provider should be subscribed to based on their provider type and specialty. There were 184 provider types when broken down by specialty.

Working with Enterprise Reporting, we took the existing database of active Medicaid providers and used the API in a batch process to add subscribers and move them into GovDelivery to receive email updates. Data fields were assigned to existing providers and new providers are assigned to topics automatically.

Before launching anything, we tested and troubleshooted numerous times until we were certain it was right.

We processed the existing providers in the provider portal Dec. 28, 2018. A “welcome” email message (Appendix O) was distributed to these 22,531 existing Medicaid providers Saturday, Dec. 29, at 11:30 a.m.

The API was then set and active so that any time a new provider was approved as a Healthy Connections Medicaid provider in the provider portal, they would be signed up to receive Medicaid bulletins—the mechanism the agency uses to communicate policy changes—based on their provider type. We run this daily.

I also created a “welcome and thank you for enrolling” drip campaign, a series of three to four messages, to go these providers once they enrolled as a Medicaid provider. By launching the provider API and the drip campaign, we resolved a broken provider enrollment and communication process, as demonstrated in the flow chart in Appendix P. It is important to note, that they can unsubscribe at any time and we now have mechanisms in place to ensure we comply with the Federal Trade Commission’s CAN-SPAM Act.

Both Enterprise Reporting and I receive a daily report when the provider email sync begins and when the email processing is complete, allowing us to monitor and check for errors. Additionally, between the subscriber welcome message campaign and the new provider drip campaign there are 13 automated messages going out daily to individuals based on who they are and where they in the signup process.

Additionally, I worked with provider enrollment to update the notification providers receive when they are approved as a Healthy Connections Medicaid provider. (Please see Appendix Q for example notice. Please refer to Appendix E for the previous version of this notification letter.)

Processes: Email Ownership and Requests

Previously the sending of electronic Medicaid bulletins and alerts resided with Web Services, a department in the Information Technology Operations Division. With the implementation of GovDelivery,

email operations are now a function of the Office of the Communications. This makes it a more seamless process and aligns with the roles and responsibilities of the communications department.

Additionally, I created a Communications Request Form (Appendix R) in Service Manager, a Microsoft integrated platform with built-in processes for incident and problem resolution, change control and asset lifecycle management. SCDHHS employees now must use Service Manager for communication requests, including requests for an e-communications (e-blast or e-newsletter). However, this does not supersede the existing bulletin and alert process. This was a new agency work process itself, as I will now be able to assign, track and report on communication requests.

Challenges

We transitioned all the email addresses from the previous database to GovDelivery and once all uploaded the total number of unique email addresses was 6,094. The numbers in each category matched to the previous tool, but this discrepancy indicated the 17,542 count was inaccurate and included duplicates.

As an agency, SCDHHS places a high importance on security standards and has adopted Domain-based Message Authentication, Reporting & Conformance (DMARC). DMARC is an email authentication standard that prevents domain spoofing and scores emails. Specifically, your Domain Keys Identified Message (DKIM) and Sender Policy Framework (SPF) must align. DKIM is an email signature, and SPF allows a third-party company to send an email on your behalf. SCDHHS ran into challenges when the GovDelivery SaaS was not aligned. There were emails coming in as GovDelivery's info99@govdelivery address and the reply address was scdhhs@messages.scdhhs.gov; this is typical of malicious mail. Federal agencies had a mandate from the U.S. Department of Homeland Security to put a plan in place to implement stronger security measures (Duke, 2017). While not a federal agency, SCDHHS implemented an email fraud defense to meet the standards set forth in this directive. Our tool was blocking the emails because there was a spam score higher than 80. Granicus had not yet worked with an agency that implemented these security standards. Working with our network administrator, Granicus made changes to their processes to meet our security standards.

Evaluation

First, I identified and was able to solve a broken process (Appendices C, D and P). Once a provider is enrolled as a Medicaid provider they receive our communications, and they receive them timely. This is measured through a daily processing report. I can also measure engagement through the drip campaign new Medicaid providers receive.

In addition to the ability to easily deliver custom, branded messages based on demographics, location, interests and more, we now have metrics. We can measure engagement, unique email open rate, total email opens, click rate, total link clicks, unsubscribe rate and conversion rate. We can do this for individual emails, campaigns and all emails combined.

I have already used unsubscribe rates to validate why I believe certain messages do not need to be emailed. We have other communications vehicles, but people often want to stick with what is familiar.

We have the ability for A/B testing which allows us to send two different emails to subscribers and track which email our recipients better engage with. We can test layout, graphics, preheaders, subject lines or any other elements in the email, and see what earns higher open rates and click-throughs from subscribers. The information can aid us in writing and designing emails and help drive up subscriber engagement rates.

In December 2018, the agency wanted to survey a specific group of providers. We used GovDelivery to upload a targeted list and send the email (Appendix S). I immediately received the results (Appendix T) that three email addresses resulted in a “delivery failure” and I was able to drill down to the specific email addresses and the delivery failure reason. I contacted the program area, as they provided the list. It turned out they mistyped two of the email addresses and one individual no longer worked for the organization—thus, the email address was invalid. I uploaded the revised email addresses to the previously created email distribution list and sent the same email to the distribution group, but scheduled it not to go to those that had already received the email. (Appendix U provides the results of this second email.) The survey was scheduled to close Jan. 11, 2019, so I sent a follow up email Jan. 7, 2019.

Another example of how we will use metrics is for provider outreach. As part of a communication and outreach plan, a series of emails, along with a mailed packet of information, will go out to targeted providers. We will send an additional email(s) to providers who do not open or take action from the first email. We will then supply the SCDHHS provider outreach team with a list of providers who did not open any of the emails and they will use this list to make direct calls.

Both the provider survey and outreach example are two strategies that we could not employ before we had use of email delivery metrics.

From Sept. 10, 2018-Jan. 15, 2019, SCDHHS has sent 360 emails to 102,372 recipients. Of these, 93,361 were delivered for a 91.2% delivery rate. Most of these emails were through the subscription welcome campaign or through the new provider enrollment drip campaign. To compare these messages to the old system, I looked at similar email messages; there were 12 that met the criteria that were sent during this period (Appendix V). All 12 messages were sent in less than a day, giving a new average of 0 and a standard deviation of 0 (Appendix W). This demonstrates the new process is proving stable and predictable.

Future State and Recommendations

Expanding to Other Audiences and Operational Units

In the future, I'd like to see this expand to Medicaid beneficiaries similarly to what we've accomplished with Medicaid providers. Research shows, that while this may be a transient population, they are connected online and have cell phones. Using email to communicate with our Medicaid beneficiaries may prove more reliable than the U.S. Postal Service. For example, when it is time for it for an annual Medicaid renewal, I would like to be able to set it up, where Medicaid members automatically receive an email.

In addition to Medicaid providers and Medicaid beneficiaries, we want to use this tool to communicate to SCDHHS employees. I ran into several internal challenges with implementing the API to connect the agency's Active Directory, Microsoft's directory server the agency uses to organize its users, computers and networks, with GovDelivery. Thus, it has not yet been implemented. Once launched, this will allow us to

better communicate with agency employees through email. Additionally, as SCDHHS undergoes a cultural shift in the way it does business, coupled with an agency reorganization, there is an intentional focus on organizational change management. GovDelivery, once the Active Directory API is active, is an instrument that can support these efforts and communications.

There are other external stakeholders we currently communicate with via email that could easily be shifted to this tool. This would allow our communications to look more professional, allow the ability to track them and gives ownership to the agency and not an individual employee. Additionally, we could employ a communications strategy that includes new stakeholders and communications, for example, legislative updates to the South Carolina General Assembly.

Active Directory and SMS

After working to document the agency's preparation and response to Hurricane Florence—the first of two hurricanes to impact South Carolina during this project—one of the items I documented needing improvement was internal communications. For example, while internal staff announcements, including office closings, were drafted days before needed, they were not distributed until after 5 p.m. the day before many offices were closed due to an executive order. Many employees did not receive this announcement, and the executive order supplanted the agency's normal policy. This is an opportunity where the Active Directory API and Text to Subscribe feature of GovDelivery can be an asset.

I have requested that cell phone numbers for employees with an agency-issued cell phone be a data field for the Active Directory API. This will give us the ability to send out a short message service (SMS), or text message, to these employees when necessary. My recommendation is to use this in times of emergency or when there are events like office closings. We can also target these texts based on location.

GovDelivery also has a Text to Subscribe feature. I have already set this up, and when we're ready to deploy, should we choose to, we can allow those without agency cell phones to subscribe from their personal

phones to receive text messages. For now, I have only set up an SCDHHS Internal list, to meet the identified need. However, more SMS topics can be setup and activated.

Website Postings

Currently, the Web Services team, comprising two individuals, posts bulletins and alerts to the agency website, scdhhs.gov. These reside on the homepage under “Agency Communications.” Now that the rest of the process is in the Office of Communications, it would make it more efficient to move this step into Office of Communications as well.

If I want to link to a posting of the actual alert or bulletin—that is formatted on agency letterhead—on the agency website, I now must wait for someone else to post it. Sometimes, it isn’t until the next day, and we are up against a deadline. I already build, post and maintain many microsites and have rights to post on several pages on the main website. I am also the one that sends the message to be posted to the website.

I recommend providing the Office of Communications access rights to post under the “Agency Communications” section on the homepage of the corporate site. Afterall, most of the items that go here must go through the Office of Communications for approval, if they were not generated in the Office of Communications.

Summary

The government and health care sectors run by their own set of rules for marketing—because they must. As two of the most heavily regulated industries, it isn’t always possible to follow the same marketing trends as other industries, such as the retail and hospitality industries. But effective communication is still essential for successful business operations.

With the successful launch of GovDelivery, SCDHHS now has an email delivery tool that will allow for more personalized and branded campaigns, easily delivered custom messages based on demographics, location and interests, the ability to easily automate and schedule campaigns, adherence to security standards

(FedRAMP and ISO 27001 certified cloud technology for government) and metrics. We can now measure engagement, unique email open rate, total email opens, click rate, total link clicks, unsubscribe rate and conversion rate. This allows the agency to measure results and make changes to communications. SCDHHS is already using these metrics to shift messaging and to inform the agency's communications and outreach strategy.

We were also able to remedy a broken communication process in the provider enrollment process, and now Medicaid providers automatically receive relevant communications from SCDHHS.

Going forward, we can expand this tool to Medicaid beneficiaries, legislators, other external stakeholders and internal staff.

Email allows SCDHHS to share timely, relevant and credible information. If used strategically, delivering messages to Medicaid providers and subscribers directly to their inbox, can also build trust. Email marketing is important for building relationships; it gives you a chance to speak directly to audiences, in their inbox, at a time that is convenient for them.

Appendix A: Medicaid Bulletin Process

Procedure:	Medicaid Bulletin Process
Original Effective Date:	01-01-14
Description:	

All Medicaid Bulletins must be presented to the Policy Management Committee (PMC). This committee now replaces the Medicaid Bulletin Review Team. The Committee meets every other week and is represented by Deputy appointed individuals from each of the Agency's functional areas.

NOTE: The proposed policy must be presented by your DD to the Agency Director and other Deputies during their meeting for discussion and/or approval. The Director will decide if this will be approved to move forward. If approved, the DD will also instruct the Owner on how to proceed (Project, Bulletin or Alert). This will also include the decision to expedite the process or if it will follow the normal process.

STEP 1: Initiator should have completed the [Policy Determination Checklist](#) which will provide guidance on whether the change is presented to providers as a Medicaid Bulletin or an agency Alert. [Medicaid Alert](#). The Determination Document will be presented to the PMC with an explanation of the proposed change or Initiative. At the end of the PMC meeting, a member of the Policy Administration Team will contact the Owner, by email, with instructions for moving forward with the policy change or initiative.

STEP 2: When developing a Medicaid bulletin use the following templates - [SC Medicaid Bulletin](#) and [Transmittal for Director's Signature](#). Using these templates will establish uniformity with Medicaid bulletins. These templates are "Read Only" and must be completed in the Policy/Initiative Doc Set that has been created and assigned to you by the Policy Admin Team (PAT).

- Effective date—it is important to consider the entire process when establishing the effective date of your policy change. The bulletin must be in the provider's hand at least **30** calendar days prior to the effective date. If the Medicaid bulletin will not meet the **30** day deadline, the Deputy Director will need the Agency Director's approval to go forth with less than **30** days. Notification will be sent to the Owner and the administrative staff 10 days before the date the bulletin is to be posted to the web.
- Providers Distribution—on the top right margin of the Medicaid bulletin template below the words MEDICAID BULLETIN, type the abbreviation from the list below of the provider group(s) that will receive your bulletin. [Provider Distribution List](#)
- The chart below is not an all-inclusive list.** If a Medicaid bulletin needs to be mailed to a certain provider type that is not listed on the chart below, the Owner is responsible for providing the mailing distribution list and for any manual mail-outs.

All Providers (ALL)	Medical Clinics (MED CLIN)
Chiropractor (CHIR)	Mental Health/Rehabilitation Clinics (MHRC)
Community Long Term Care (CLTC)	Nursing Facility (NF)
Dentists (DENT)	Other Medical Professionals (OMP)
Durable Medical Equipment (DME)	PDD Waiver (PDD WAV)
EPSDT Screening Clinics (EPSDT)	Pharmacy (PHARM)
Home Health (HH)	Physicians (PHYS)
Hospitals (HOSP)	Podiatrists (POD)
Laboratories (LAB)	Transportation (Trans)
Managed Care (MC)	Vision (Vis)

- [Significant Impact Form](#). This form must be completed by the Owner and must be completed for every Medicaid bulletin regardless of whether there is a significant fiscal impact or not.

STEP 3: The Owner will draft the bulletin that will be sent to the PMC members for review. The PMC will have at least 3 days to respond with comments. Administrative Staff should use the following statement when sending the bulletins for review: "Attached is the Medicaid bulletin for review. Please respond with your comments or enter "No Comments" by clicking on "New Comments" in the Review tab by **C.O.B. (add date)**. Comments and/or changes must be made directly into the SharePoint Doc Set at the following site:"

- The program area administrative staff will compile all comments from the Doc Set.
- Once all comments, edits and questions have been reviewed, answered, and incorporated by the program staff, the final bulletin folder with all the required forms and comments should be given to the Deputy Director's Administrative Assistant for the Deputy's review/approval.
- The final bulletin folder should contain the following items:
 - Policy Determination Form
 - Transmittal for Director's signature form on blue paper (Program Director and Deputy Director's signature is required, at a minimum)
 - A copy of the final Medicaid bulletin.
 - A copy of the approved Provider Manual changes
 - Completed Significant Impact Form*
 - Completed Provider Distribution List
 - All Comments received (if a member of PMC or a Medical Director sends a comment about the **content only, not formatting/typo comments**) the program area **must** reply back with an explanation. The program area administrative staff should be cc'd on all replies to comments made about content so they can be included in the folder.
 - Comments **must** be received from **Medical, Legal and Managed Care**. If these areas do not respond they **must** e-mail the draft again and be asked to respond.
 - Final Review Checklist

Please note the Significant Impact Form, Provider Distribution List are located under **Supporting Documents** on this SharePoint site.

- The administrative staff for the program area should also send the final electronic version to the Deputy Director's Administrative Assistant, [Sheila Chavis at Chaviss@scdhhs.gov](mailto:Sheila.Chavis@scdhhs.gov), [Brooke Bailey at brooke.bailey@scdhhs.gov](mailto:Brooke.Bailey@scdhhs.gov) and the assigned PAT member and for tracking purposes.
- Once the Deputy Director approves and has signed the blue transmittal form, the folder and all contents should be given to the Chief of Staff's Administrative Assistant for the Chief of Staff's review/approval.

The EXECUTIVE SIGN OFF PROCESS

- Once the Deputy Director approves and has signed the blue transmittal form, the folder and all contents should be given to the Chief of Staff's Administrative Assistant for the Chief of Staff's review/approval.
- If the Chief of Staff or Agency Director has any edits/correction to the bulletin, Sheila will make these changes.
- Once the Agency Director has approved and signed the bulletin, Sheila will email a copy to Jeff Hopkins to post and distribute. Sheila will also e-mail all program staff members the final Medicaid bulletin with the Agency Director's signature.
- Sheila will check the SCDHHS website and e-mail the program area and any other appropriate staff members to let them know the Medicaid bulletin has been posted and distributed.
- Sheila will retain the signed hardcopy bulletin and folder

If there are any questions about this process, or if you need assistance in developing a timeline to meet the 30 day requirement, please email PolicyAdmin@scdhhs.gov and one of the Policy Administration team will provide assistance.

Appendix B: Medicaid Alert Process

Status: Checked in but being edited and checked out exclusively to Zenovia Vaughn.

Procedure:	Policy Implementation Procedures
Original Effective Date:	01-01-2014
Description:	

Medicaid Alert.

An Alert is a standard Department notification to providers that does not change services, policies or rates. Examples include training opportunities, community events, forums and focus groups.

An Alert may also be notification that refers back to an approved and previously published Medicaid bulletin that serves as a reminder to audiences of an upcoming change. No new policy information is being published.

All Medicaid Alerts must be submitted to the Office of Communications.

STEP 1: Initiator must complete the [Policy Determination Checklist](#) which will provide guidance on whether the information being sent to providers is a Medicaid bulletin or an Alert. If, during the completion of the Policy Determination Checklist, the answer to all checklist items is NO, then the change or policy may be considered an Alert, and the comprehensive Policy Implementation Checklist will not be required.

STEP 2: Once completed, the Policy Determination Checklist should be emailed to [Office of Communications@scdhhs.gov](mailto:OfficeofCommunications@scdhhs.gov) and to PolicyAdmin@scdhhs.gov. If it is determined that the policy change is not an Alert, but should be considered a Medicaid bulletin, the Office of Communications staff will submit the Policy Determination Checklist to the PMC on the Owner's behalf. The Owner should be prepared to present at the next PMC meeting. .

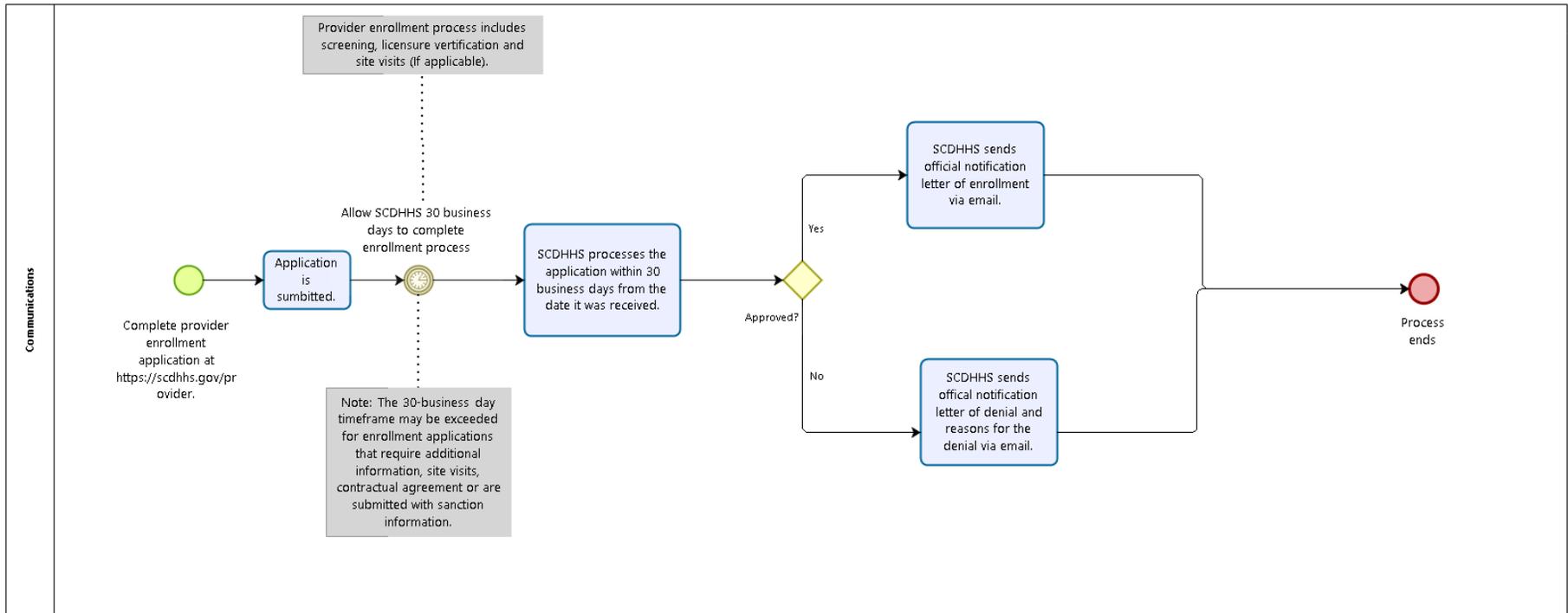
If the notification **is** determined an Alert, the Communications team will inform all parties that they will facilitate the announcement. The following tasks are required by the Owner and the Communications staff.

- Meet to discuss content, format, communication vehicles and frequency of notices.
- Determine the Audience
- Determine how quickly the notification should be sent (timeline)
- Determine what communications channels are needed (letters, press release, email, social media)

The final Alert will be reviewed by Brooke Bailey and approved by the Chief of Staff which will be the final approval level. The Owner and Communications (Brooke) will facilitate publishing the Alert. Communications will send notification to the Owner and the Policy Administration Team (PAT) that the Alert is published.

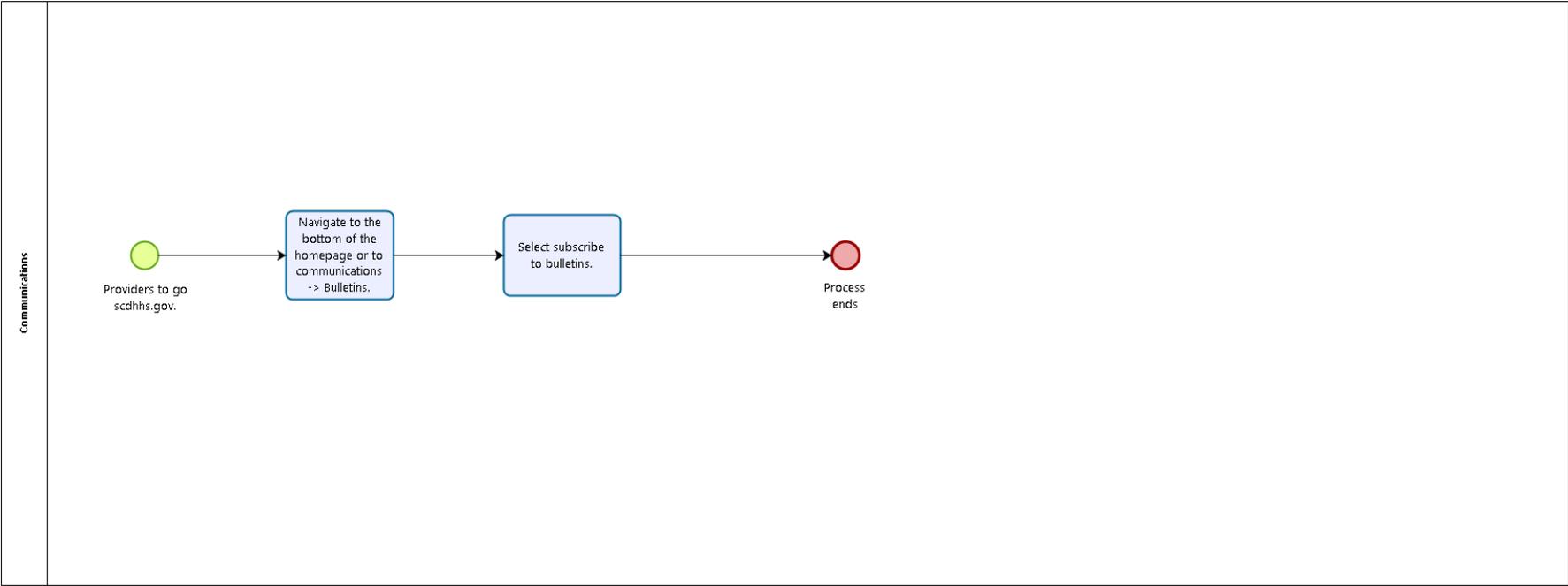
Appendix C: Provider Enrollment Process Flow Chart

High-Level South Carolina Healthy Connections Provider Enrollment Process, May 2018



Appendix D: Provider Communication Initiation Flow Chart

High-Level How South Carolina Healthy Connections Providers Initially Receive Communications from SCDHHS, May 2018



Appendix E: Provider Notification Letter Example

Date: 09/26/17

Reference #: **UQJ5DPQ1FS662R5**

Dear Provider:

Your enrollment in the South Carolina Medicaid program was approved by the South Carolina Department of Health and Human Services (SCDHHS) effective: 09/26/17. All communications with SCDHHS regarding your participation in the South Carolina Medicaid program should contain your National Provider Identification (NPI) number and/or your Medicaid Identification number.

NPI: 1295188704
Medicaid Identification Number: AB0370
Provider Specialty: Ambulance Services
Provider Specialty: Ground
Provider Subspecialty: No Subspecialty

Additional Note for provider: Your enrollment application with SC Healthy Connections Medicaid has been processed and approved. You have been assigned a six digit Legacy ID of AB0370 with an enrollment date of 03/01/17. Please visit the Provider Information homepage at <https://www.scdhhs.gov/provider> which contains information regarding Provider Enrollment, Provider Manuals, and other applicable provider related resources. If you have any questions, please contact Provider Enrollment at 1-888-289-0709, option 4.

Questions regarding the Medicaid program should be directed to The Provider Service Center at 1-888-289-0709, option 4.

Sincerely,

Medicaid Provider Enrollment

Medicaid Claims Control System
Medicaid Provider Enrollment
P.O. Box 8809 - Columbia, South Carolina 29202-8809
(888) 289-0709 FAX (803) 870-9022

Approval Letter
092012

Appendix F: Provider Subscription List

Current Provider Subscriber List (May 2018)

1. People who want to get All Medicaid Bulletins (10,695 members)
2. Waivers (1,232 members)
3. Community Long Term Care (1,664 members)
4. PDD Waiver (823 members)
5. Dentists (1,277 members)
6. Durable Medical Equipment (1,914 members)
7. EPSDT Screening Clinics (918 members)
8. Home Health (1,426 members)
9. Hospitals (1,738 members)
10. Laboratories (1,118 members)
11. Managed Care (2,780 members)
12. Medical Clinics (1,590 members)
13. Mental Health and Rehabilitation Clinics (MHRC) (1,940 members)
14. Nursing Facility (1,129 members)
15. Other Medical Professionals (1,800 members)
16. Pharmacy (1,762 members)
17. Physicians (2,825 members)
18. Podiatrists (557 members)
19. Transportation (1,286 members)
20. Vision (1,078 members)

Total subscriber base: 17,542

Appendix G: Medicaid Provider Enrollment

Medicaid Provider Enrollment (May 2018)

Provider Type		
#	Provider Type Name	# Enrolled
00	NURSING HOME	643
01	INPATIENT HOSPITAL	416
02	OUTPATIENT HOSPITAL	480
10	MENTAL/REHAB	255
15	BUY-IN/MANAGED CARE/MISC	21
19	OTHER MEDICAL PROF	13,986
20	PHYSICIAN,OSTEOPATH IND	22,837
21	PHYSICIAN,OSTEOPATH GRP	5,244
22	MEDICAL CLINICS	708
30	DENTIST, IND	1,412
31	DENTAL, GRP	596
32	OPTICIANS	11
33	OPTOMETRIST, IND	479
34	OPTOMETRIST, GRP	275
35	PODIATRIST, IND	99
36	PODIATRIST, GRP	72
37	CHIROPRACTOR, IND	380
38	CHIROPRACTOR, GRP	119
41	OPTICIAN, GRP	30
60	HOME HEALTH/HOSPICE AGENCY	171
61	CLTC, INDIVIDUAL	4,764
62	CLTC, GROUP	12
70	PHARMACY	1,521
76	DURABLE MEDICAL EQUIPMENT	1,513
80	INDEPENDENT LABORATORY	393
81	X-RAY	54
82	AMBULANCE SERVICE	192
85	CAP AGENCIES	5
89	MCCA	3

Appendix H: Historical Email Message Data

Historical Data from the Agency's Current System, a PHP List

From	status	Date Queued for Distribution	Finished Distribution	Time (in Days) Between Queued and Complete	Processed
bulletin@scdhhs.gov	sent	12/3/2012	2012-12-05 01:05:23	2	9838
bulletin@scdhhs.gov	sent	12/3/2012	2012-12-06 02:47:56	3	9840
bulletin@scdhhs.gov	sent	12/7/2012	2012-12-08 00:50:44	1	9243
bulletin@scdhhs.gov	sent	12/7/2012	2012-12-08 12:12:11	1	7238
bulletin@scdhhs.gov	sent	12/7/2012	2012-12-09 00:23:18	2	7742
bulletin@scdhhs.gov	sent	12/12/2012	2012-12-14 22:23:32	2	8434
bulletin@scdhhs.gov	sent	12/13/2012	2012-12-17 23:37:22	4	8549
bulletin@scdhhs.gov	sent	12/13/2012	2012-12-16 10:45:48	3	8983
bulletin@scdhhs.gov	sent	12/13/2012	2012-12-19 16:05:43	6	8458
bulletin@scdhhs.gov	sent	12/14/2012	2012-12-20 23:03:18	6	6868
bulletin@scdhhs.gov	sent	12/14/2012	2012-12-22 19:48:31	8	9849
bulletin@scdhhs.gov	sent	12/14/2012	2012-12-26 20:25:16	12	9848
bulletin@scdhhs.gov	sent	12/14/2012	2012-12-26 23:40:50	12	7307
bulletin@scdhhs.gov	sent	12/18/2012	2012-12-27 02:54:08	9	7380
bulletin@scdhhs.gov	sent	1/8/2013	2013-01-10 13:54:36	2	8710
bulletin@scdhhs.gov	sent	1/7/2013	2013-01-09 14:37:16	2	9861
bulletin@scdhhs.gov	sent	1/10/2013	2013-01-16 05:34:35	6	10119
bulletin@scdhhs.gov	sent	1/10/2013	2013-01-17 15:14:17	7	10128
bulletin@scdhhs.gov	sent	1/16/2013	2013-01-18 22:15:20	2	10135
bulletin@scdhhs.gov	sent	1/28/2013	2013-01-30 13:52:16	2	8214
bulletin@scdhhs.gov	sent	1/31/2013	2013-02-06 09:52:40	6	10173
bulletin@scdhhs.gov	sent	2/1/2013	2013-02-03 14:57:42	2	10167
bulletin@scdhhs.gov	sent	2/8/2013	2013-02-10 09:08:42	2	8779
bulletin@scdhhs.gov	sent	2/26/2013	2013-02-28 07:23:06	2	7561
bulletin@scdhhs.gov	sent	2/26/2013	2013-03-01 22:53:46	3	8648
bulletin@scdhhs.gov	sent	2/26/2013	2013-03-03 06:18:06	5	8406
bulletin@mailman.scdhhs.gov	sent	3/1/2013	2013-03-04 10:56:03	2	7671
bulletin@scdhhs.gov	sent	3/18/2013	2013-03-22 20:23:13	4	10317
bulletin@scdhhs.gov	sent	3/26/2013	2013-03-29 01:41:17	3	7211

Note: While seven years of data was available, I only used data back to Dec. 3, 2012, as I could validate the queued distribution time back to this date in order to calculate the delivery time.

Historical Data from the Agency's Current System, a PHP List

bulletin@scdhhs.gov	sent	3/26/2018	2013-03-30 18:27:18	4	8716
bulletin@scdhhs.gov	sent	4/4/2013	2013-04-07 08:17:14	3	10242
bulletin@scdhhs.gov	sent	4/5/2013	2013-04-09 06:57:47	4	8592
bulletin@scdhhs.gov	sent	4/5/2013	2013-04-11 09:52:45	6	8844
bulletin@scdhhs.gov	sent	4/8/2013	2013-04-20 01:55:15	12	10253
bulletin@scdhhs.gov	sent	4/15/2013	2013-04-22 03:37:35	7	8841
bulletin@scdhhs.gov	sent	5/2/2013	2013-05-02 15:27:24	0	8993
bulletin@scdhhs.gov	sent	4/30/2013	2013-05-02 16:28:07	2	8946
bulletin@scdhhs.gov	sent	5/3/2013	2013-05-03 21:02:00	0	10259
bulletin@scdhhs.gov	sent	5/16/2013	2013-05-18 18:41:59	2	8893
bulletin@scdhhs.gov	sent	5/16/2013	2013-05-21 10:17:44	5	8873
bulletin@scdhhs.gov	sent	5/16/2013	2013-05-25 00:38:38	9	11246
bulletin@scdhhs.gov	sent	8/8/2013	2013-08-10 04:55:18	2	9732
bulletin@scdhhs.gov	sent	7/10/2013	2013-07-17 17:11:05	7	11284
bulletin@scdhhs.gov	sent	7/10/2013	2013-07-18 08:46:12	8	11282
bulletin@scdhhs.gov	sent	7/22/2013	2013-07-24 10:58:09	2	10011
bulletin@scdhhs.gov	sent	8/5/2013	2013-08-08 14:14:57	3	11298
bulletin@scdhhs.gov	sent	8/8/2013	2013-08-14 14:11:33	6	9911
bulletin@scdhhs.gov	sent	8/13/2013	2013-08-16 01:36:07	3	8762
bulletin@scdhhs.gov	sent	8/29/2013	2013-09-01 16:23:50	3	11310
bulletin@scdhhs.gov	sent	8/30/2013	2013-09-03 10:07:22	4	9800
bulletin@scdhhs.gov	sent	9/13/2013	2013-09-17 16:26:57	4	10193
bulletin@scdhhs.gov	sent	9/25/2013	2013-09-26 17:21:52	1	8255
bulletin@scdhhs.gov	sent	9/26/2013	2013-10-07 22:48:03	11	8258
bulletin@scdhhs.gov	sent	10/14/2013	2013-10-16 20:02:43	2	11364
bulletin@scdhhs.gov	sent	10/14/2013	2013-10-19 00:19:46	5	11366
bulletin@scdhhs.gov	sent	10/29/2013	2013-10-31 20:08:40	2	11369
bulletin@scdhhs.gov	sent	11/4/2013	2013-11-07 12:40:22	3	9654
bulletin@scdhhs.gov	sent	11/8/2013	2013-11-14 11:32:36	6	11376
bulletin@scdhhs.gov	sent	11/14/2013	2013-11-20 05:19:17	6	10141
bulletin@scdhhs.gov	sent	11/15/2013	2013-11-22 11:07:54	7	11389
bulletin@scdhhs.gov	sent	11/15/2013	2013-11-24 18:48:35	9	11385

Note: While seven years of data was available, I only used data back to Dec. 3, 2012, as I could validate the queued distribution time back to this date in order to calculate the delivery time.

Historical Data from the Agency's Current System, a PHP List

bulletin@scdhhs.gov	sent	11/15/2013	2013-11-29 23:42:12	14	11383
bulletin@scdhhs.gov	sent	11/25/2013	2013-12-04 10:33:04	9	11385
bulletin@scdhhs.gov	sent	11/25/2013	2013-12-05 08:59:58	10	2409
bulletin@scdhhs.gov	sent	11/20/2013	2013-12-10 22:24:59	20	11393
bulletin@scdhhs.gov	sent	11/27/2013	2013-12-17 08:02:22	20	10792
bulletin@scdhhs.gov	sent	11/26/2013	2013-12-17 20:46:55	21	3133
bulletin@scdhhs.gov	sent	12/3/2013	2013-12-19 09:47:16	16	11413
bulletin@scdhhs.gov	sent	12/10/2013	2013-12-20 13:07:34	10	11416
bulletin@scdhhs.gov	sent	12/12/2013	2013-12-20 18:18:38	8	11413
bulletin@scdhhs.gov	sent	12/13/2013	2013-12-21 00:31:23	8	11413
bulletin@scdhhs.gov	sent	12/20/2013	2013-12-21 05:13:20	1	10242
bulletin@scdhhs.gov	sent	12/20/2013	2013-12-21 10:14:01	1	11414
bulletin@scdhhs.gov	sent	12/20/2013	2013-12-30 13:05:42	10	8675
bulletin@scdhhs.gov	sent	12/31/2013	2014-01-07 16:10:03	7	9995
bulletin@scdhhs.gov	sent	1/9/2014	2014-01-11 23:17:20	2	11440
bulletin@scdhhs.gov	sent	1/31/2014	2014-02-04 12:32:55	4	11463
bulletin@scdhhs.gov	sent	2/4/2014	2014-02-08 07:42:10	4	11472
bulletin@scdhhs.gov	sent	2/6/2014	2014-02-10 18:47:28	4	11484
bulletin@scdhhs.gov	sent	2/6/2014	2014-02-12 21:52:42	6	10059
bulletin@scdhhs.gov	sent	2/17/2014	2014-02-20 08:26:00	3	11484
bulletin@scdhhs.gov	sent	2/19/2014	2014-02-21 15:28:31	2	11484
bulletin@scdhhs.gov	sent	2/21/2014	2014-02-23 02:56:00	2	11477
bulletin@scdhhs.gov	sent	2/28/2014	2014-03-03 22:32:54	3	10345
bulletin@scdhhs.gov	sent		2014-03-07 21:02:45		11490
bulletin@scdhhs.gov	sent	3/7/2014	2014-03-15 12:03:33	8	11497
bulletin@scdhhs.gov	sent	3/14/2014	2014-03-17 01:04:46	3	8732
bulletin@scdhhs.gov	sent		2014-03-21 19:02:35		11493
bulletin@scdhhs.gov	sent		2014-03-21 23:44:42		11495
bulletin@scdhhs.gov	sent	3/27/2014	2014-04-01 13:18:27	4	8862
bulletin@scdhhs.gov	sent	3/27/2014	2014-04-04 04:57:28	8	11510
bulletin@scdhhs.gov	sent	3/27/2014	2014-04-05 01:26:50	9	4554
bulletin@scdhhs.gov	sent	3/27/2014	2014-04-06 15:59:34	10	9530

Note: While seven years of data was available, I only used data back to Dec. 3, 2012, as I could validate the queued distribution time back to this date in order to calculate the delivery time.

Historical Data from the Agency's Current System, a PHP List

bulletin@scdhhs.gov	sent	3/27/2014	2014-04-08 03:36:58	12	8870
bulletin@scdhhs.gov	sent	4/11/2014	2014-04-20 01:31:04	9	11512
bulletin@scdhhs.gov	sent	4/11/2014	2014-04-13 00:37:25	2	11508
bulletin@scdhhs.gov	sent		2014-04-30 05:08:09		1699
bulletin@scdhhs.gov	sent	4/29/2014	2014-04-30 16:52:42	1	1700
bulletin@scdhhs.gov	sent	5/2/2014	2014-05-06 09:38:15	4	8360
bulletin@scdhhs.gov	sent	5/1/2014	2014-05-09 07:13:28	8	10429
bulletin@scdhhs.gov	sent	5/12/2014	2014-05-15 21:30:12	3	11544
bulletin@scdhhs.gov	sent	5/20/2014	2014-05-23 03:34:37	3	11551
bulletin@scdhhs.gov	sent	5/21/2014	2014-05-24 20:17:03	3	11550
bulletin@scdhhs.gov	sent	5/23/2014	2014-05-26 05:31:25	3	9600
bulletin@scdhhs.gov	sent	5/23/2014	2014-05-27 16:38:09	4	10088
bulletin@scdhhs.gov	sent	5/23/2014	2014-05-29 08:46:34	6	9558
bulletin@scdhhs.gov	sent	5/23/2014	2014-05-30 01:33:22	7	11558
bulletin@scdhhs.gov	sent	5/27/2014	2014-05-30 12:51:03	3	11560
bulletin@scdhhs.gov	sent	5/28/2014	2014-05-31 00:12:34	3	11558
bulletin@scdhhs.gov	sent	6/5/2014	2014-06-09 14:22:33	4	11588
bulletin@scdhhs.gov	sent	6/23/2014	2014-06-24 02:49:15	1	10878
bulletin@scdhhs.gov	sent	7/3/2014	2014-07-12 13:08:49	9	11624
bulletin@scdhhs.gov	sent	7/22/2014	2014-07-24 23:58:46	2	11641
bulletin@scdhhs.gov	sent	7/25/2014	2014-08-01 00:01:04	7	11650
bulletin@scdhhs.gov	sent	7/31/2014	2014-08-01 08:16:12	1	11654
bulletin@scdhhs.gov	sent	7/30/2014	2014-08-01 16:42:26	2	11650
bulletin@scdhhs.gov	sent	8/11/2014	2014-08-18 17:51:48	7	11660
bulletin@scdhhs.gov	sent	8/18/2014	2014-08-18 22:09:26	0	9451
bulletin@scdhhs.gov	sent	8/28/2014	2014-09-02 18:08:21	5	8981
bulletin@scdhhs.gov	sent	8/27/2014	2014-09-08 16:55:39	12	11674
bulletin@scdhhs.gov	sent	9/18/2014	2014-09-19 11:55:19	1	11688
bulletin@scdhhs.gov	sent	9/24/2014	2014-09-26 19:11:56	2	2311
bulletin@scdhhs.gov	sent	9/26/2014	2014-09-29 15:24:45	3	11694
bulletin@scdhhs.gov	sent	10/7/2014	2014-10-17 14:19:34	10	11708
bulletin@scdhhs.gov	sent	10/16/2014	2014-10-20 13:24:07	4	11719

Note: While seven years of data was available, I only used data back to Dec. 3, 2012, as I could validate the queued distribution time back to this date in order to calculate the delivery time.

Historical Data from the Agency's Current System, a PHP List

bulletin@scdhhs.gov	sent	10/23/2014	2014-10-23 16:43:28	0	8853
bulletin@scdhhs.gov	sent	10/30/2014	2014-10-31 19:13:07	1	11720
bulletin@scdhhs.gov	sent	10/31/2014	2014-11-08 03:34:49	8	11708
bulletin@scdhhs.gov	sent	10/31/2014	2014-11-09 05:09:48	9	9018
bulletin@scdhhs.gov	sent	11/13/2014	2014-11-18 17:05:27	5	11732
bulletin@scdhhs.gov	sent	11/17/2014	2014-11-19 12:44:09	2	9446
bulletin@scdhhs.gov	sent	11/26/2014	2014-12-03 16:04:43	7	11756
bulletin@scdhhs.gov	sent	12/1/2014	2014-12-04 15:52:18	3	11750
bulletin noreply@scdhhs.gov	sent	12/5/2014	2014-12-06 08:12:54	1	9463
bulletin@scdhhs.gov	sent	12/8/2014	2014-12-09 08:17:33	1	11755
bulletin@scdhhs.gov	sent	12/10/2014	2014-12-14 08:34:32	4	11764
bulletin@scdhhs.gov	sent	12/18/2014	2014-12-22 15:03:06	4	11769
bulletin@scdhhs.gov	sent	12/18/2014	2014-12-29 20:07:52	11	11768
bulletin@scdhhs.gov	sent	12/19/2014	2014-12-22 20:31:41	3	9475
bulletin@scdhhs.gov	sent	12/31/2014	2014-12-31 20:36:04	0	11765
bulletin@scdhhs.gov	sent	1/5/2015	2015-01-11 09:20:25	6	11772
bulletin@scdhhs.gov	sent	1/14/2015	2015-02-18 16:06:43	36	10296
bulletin@scdhhs.gov	sent	1/27/2015	2015-02-03 17:15:56	7	9508
bulletin@scdhhs.gov	sent	1/28/2015	2015-02-03 20:32:45	6	11800
bulletin@scdhhs.gov	sent	2/3/2015	2015-02-04 18:39:46	1	10556
bulletin@scdhhs.gov	sent	2/4/2015	2015-02-05 01:26:08	1	11800
bulletin@scdhhs.gov	sent	2/12/2015	2015-02-16 12:41:36	4	11809
bulletin@scdhhs.gov	sent	2/20/2015	2015-02-23 16:25:32	3	9527
bulletin@scdhhs.gov	sent	2/23/2015	2015-02-23 20:49:24	0	8523
bulletin@scdhhs.gov	sent	3/2/2015	2015-03-03 02:44:09	1	9032
bulletin@scdhhs.gov	sent	3/13/2015	2015-03-13 23:23:20	0	11855
bulletin@scdhhs.gov	sent	3/26/2015	2015-03-28 03:00:50	2	11872
bulletin@scdhhs.gov	sent	3/31/2015	2015-04-01 14:21:36	1	10380
bulletin@scdhhs.gov	sent	4/13/2015	2015-04-14 15:19:51	1	9677
bulletin@scdhhs.gov	sent	4/20/2015	2015-04-20 23:13:39	0	11877
bulletin@scdhhs.gov	sent	4/13/2015	2015-04-16 10:55:06	3	9574
bulletin@scdhhs.gov	sent	4/14/2015	2015-04-16 17:12:45	2	11875

Note: While seven years of data was available, I only used data back to Dec. 3, 2012, as I could validate the queued distribution time back to this date in order to calculate the delivery time.

Historical Data from the Agency's Current System, a PHP List

bulletin@scdhhs.gov	sent	4/30/2015	2015-04-30 16:53:59	0	1878
bulletin@scdhhs.gov	sent	5/6/2015	2015-05-06 16:20:12	0	9763
bulletin@scdhhs.gov	sent	5/21/2015	2015-05-23 05:44:14	2	11880
bulletin@scdhhs.gov	sent	5/21/2015	2015-05-23 19:34:23	2	3880
bulletin@scdhhs.gov	sent	5/21/2015	2015-05-24 02:19:42	3	1896
bulletin@scdhhs.gov	sent	5/26/2015	2015-05-28 01:02:05	2	11880
bulletin@scdhhs.gov	sent	5/26/2015	2015-05-28 14:53:03	2	3883
bulletin@scdhhs.gov	sent	6/1/2015	2015-06-03 01:51:56	2	11882
bulletin@scdhhs.gov	sent	6/19/2015	2015-06-23 07:12:33	4	11883
bulletin@scdhhs.gov	sent	6/24/2015	2015-06-26 01:06:26	2	9315
bulletin@scdhhs.gov	sent	6/24/2015	2015-06-26 22:30:13	2	11884
bulletin@scdhhs.gov	sent	6/26/2015	2015-06-29 08:39:28	3	11884
bulletin@scdhhs.gov	sent	7/2/2015	2015-07-06 10:05:21	4	11885
bulletin noreply@scdhhs.gov	sent	7/2/2015	2015-07-06 10:27:23	4	1176
bulletin@scdhhs.gov	sent	7/21/2015	2015-07-24 13:31:55	3	11887
bulletin@scdhhs.gov	sent	8/10/2015	2015-08-14 20:57:28	4	11885
bulletin@scdhhs.gov	sent	8/17/2015	2015-08-18 14:42:25	1	11887
bulletin@scdhhs.gov	sent	8/27/2015	2015-08-28 16:14:43	1	8960
bulletin@scdhhs.gov	sent	9/3/2015	2015-09-07 16:34:04	4	9047
bulletin@scdhhs.gov	sent	9/15/2015	2015-09-15 12:28:05	0	11894
bulletin@scdhhs.gov	sent	9/16/2015	2015-09-17 18:28:40	1	11896
bulletin@scdhhs.gov	sent	9/24/2015	2015-09-25 13:18:20	1	11896
bulletin@scdhhs.gov	sent	9/28/2015	2015-09-29 17:15:53	1	11899
bulletin@scdhhs.gov	sent	9/29/2015	2015-09-29 19:45:31	0	9144
bulletin@scdhhs.gov	sent	10/1/2015	2015-10-02 11:05:34	1	9172
bulletin@scdhhs.gov	sent	10/26/2015	2015-10-29 16:26:43	3	10511
bulletin@scdhhs.gov	sent	11/12/2015	2015-11-12 14:41:14	0	9174
bulletin@scdhhs.gov	sent	10/28/2015	2015-10-29 19:28:01	1	9476
bulletin@scdhhs.gov	sent	10/29/2015	2015-10-29 22:47:58	0	11899
bulletin@scdhhs.gov	sent	10/29/2015	2015-11-02 11:23:34	4	11899
bulletin@scdhhs.gov	sent	11/16/2015	2015-11-18 23:01:35	2	11901
bulletin@scdhhs.gov	sent	12/4/2015	2015-12-04 21:32:27	0	9189

Note: While seven years of data was available, I only used data back to Dec. 3, 2012, as I could validate the queued distribution time back to this date in order to calculate the delivery time.

Historical Data from the Agency's Current System, a PHP List

bulletin@scdhhs.gov	sent	12/9/2015	2015-12-11 20:02:31	2	11951
bulletin@scdhhs.gov	sent	12/11/2015	2015-12-12 00:09:15	1	11951
bulletin@scdhhs.gov	sent	12/11/2015	2015-12-12 01:17:50	1	3046
bulletin@scdhhs.gov	sent	12/14/2015	2015-12-17 23:55:42	3	11955
bulletin@scdhhs.gov	sent	12/15/2015	2015-12-18 14:27:39	3	11955
bulletin@scdhhs.gov	sent	1/26/2016	2016-01-31 15:43:20	5	12909
bulletin@scdhhs.gov	sent	1/26/2016	2016-02-03 02:39:45	8	11983
bulletin@scdhhs.gov	sent	2/1/2016	2016-02-03 13:15:12	2	3432
bulletin@scdhhs.gov	sent	2/1/2016	2016-02-05 13:36:25	4	11986
bulletin@scdhhs.gov	sent	2/19/2016	2016-02-22 10:33:04	3	8638
bulletin@scdhhs.gov	sent	2/23/2016	2016-02-28 00:16:00	5	11997
bulletin@scdhhs.gov	sent	2/24/2016	2016-03-04 16:15:24	9	12008
bulletin@scdhhs.gov	sent	3/1/2016	2016-03-11 18:32:06	10	12011
bulletin@scdhhs.gov	sent	3/2/2016	2016-03-12 11:31:19	10	1844
bulletin@scdhhs.gov	sent	2/4/2016	2016-03-13 09:52:43	28	2349
bulletin@scdhhs.gov	sent	3/11/2016	2016-03-19 03:07:14	8	12018
bulletin@scdhhs.gov	sent	3/11/2016	2016-03-22 19:53:35	10	12019
bulletin@scdhhs.gov	sent	4/11/2016	2016-04-13 08:51:59	2	12049
bulletin@scdhhs.gov	sent	4/12/2016	2016-04-15 23:25:14	3	10224
bulletin@scdhhs.gov	sent		2017-06-19 12:25:57		10509
bulletin@scdhhs.gov	sent	6/1/2016	2016-06-05 10:03:22	4	12089
bulletin@scdhhs.gov	sent		2016-06-08 04:13:44		12093
bulletin@scdhhs.gov	sent	6/8/2016	2016-06-14 19:07:39	6	12099
bulletin@scdhhs.gov	sent	6/13/2016	2016-06-16 02:06:48	3	12099
bulletin@scdhhs.gov	sent	6/17/2016	2016-06-23 11:09:50	6	9868
bulletin@scdhhs.gov	sent	6/22/2016	2016-06-23 13:37:49	1	9099
bulletin@scdhhs.gov	sent	6/28/2016	2016-07-11 15:14:43	13	12130
bulletin@scdhhs.gov	sent	7/11/2016	2016-07-13 14:06:19	2	12133
bulletin@scdhhs.gov	sent	7/25/2016	2016-07-25 13:44:36	0	10608
bulletin@scdhhs.gov	sent	7/21/2016	2016-07-26 19:03:13	5	12135
bulletin@scdhhs.gov	sent	7/26/2016	2016-07-27 14:15:38	1	2205
bulletin@scdhhs.gov	sent	7/28/2016	2016-07-29 08:58:59	1	8711

Note: While seven years of data was available, I only used data back to Dec. 3, 2012, as I could validate the queued distribution time back to this date in order to calculate the delivery time.

Historical Data from the Agency's Current System, a PHP List

bulletin@scdhhs.gov	sent	8/8/2016	2016-08-10 08:42:11	2	3070
bulletin@scdhhs.gov	sent	8/31/2016	2016-09-06 17:44:15	6	6006
bulletin@scdhhs.gov	sent		2017-02-17 20:08:11		12252
bulletin@scdhhs.gov	sent	9/13/2016	2016-09-15 16:29:12	2	12172
bulletin@scdhhs.gov	sent	9/26/2016	2016-09-26 22:32:12	0	10619
bulletin@scdhhs.gov	sent	10/27/2016	2016-10-27 18:12:38	0	8745
bulletin@scdhhs.gov	sent	11/9/2016	2016-11-09 14:13:16	0	12201
bulletin@scdhhs.gov	sent	11/10/2016	2016-11-13 16:37:41	3	9407
bulletin@scdhhs.gov	sent	11/15/2016	2016-11-21 11:12:27	6	9411
bulletin@scdhhs.gov	sent	12/6/2016	2016-12-07 12:20:27	1	12218
bulletin@scdhhs.gov	sent	12/20/2016	2016-12-20 14:26:13	0	12218
bulletin@scdhhs.gov	sent	1/13/2017	2017-01-13 23:12:12	0	3107
bulletin@scdhhs.gov	sent	1/17/2017	2017-01-18 10:15:21	1	2721
bulletin@scdhhs.gov	sent	3/3/2017	2017-03-06 14:39:17	3	12257
bulletin@scdhhs.gov	sent	3/23/2017	2017-03-28 12:07:13	5	12274
bulletin@scdhhs.gov	sent	3/27/2017	2017-03-30 21:40:53	3	9185
bulletin@scdhhs.gov	sent	5/1/2017	2017-05-02 11:52:11	1	9917
bulletin@scdhhs.gov	sent	5/2/2017	2017-05-04 10:27:23	2	12291
bulletin@scdhhs.gov	sent	5/2/2017	2017-05-04 10:45:18	2	968
bulletin@scdhhs.gov	sent	5/25/2017	2017-05-29 18:31:14	4	12313
bulletin@scdhhs.gov	sent	5/25/2017	2017-05-30 02:56:48	5	967
bulletin@scdhhs.gov	sent	5/25/2017	2017-06-01 11:40:49	7	10154
bulletin@scdhhs.gov	sent	5/25/2017	2017-06-01 15:08:17	7	12314
bulletin@scdhhs.gov	sent	6/2/2017	2017-06-04 23:33:36	2	9864
bulletin@scdhhs.gov	sent	6/2/2017	2017-06-11 06:34:15	9	11356
bulletin@scdhhs.gov	sent	6/2/2017	2017-06-15 01:06:29	13	10866
bulletin@scdhhs.gov	sent	6/15/2017	2017-06-21 20:05:41	6	12337
bulletin@scdhhs.gov	sent	6/15/2017	2017-06-26 00:18:33	11	11045
bulletin@scdhhs.gov	sent	6/22/2017	2017-06-29 20:38:55	7	10571
bulletin@scdhhs.gov	sent	6/26/2017	2017-07-03 12:20:07	7	12349
bulletin@scdhhs.gov	sent	7/24/2017	2017-07-26 03:43:06	2	12374
bulletin@scdhhs.gov	sent	7/26/2017	2017-07-26 17:17:18	0	2288

Note: While seven years of data was available, I only used data back to Dec. 3, 2012, as I could validate the queued distribution time back to this date in order to calculate the delivery time.

Historical Data from the Agency's Current System, a PHP List

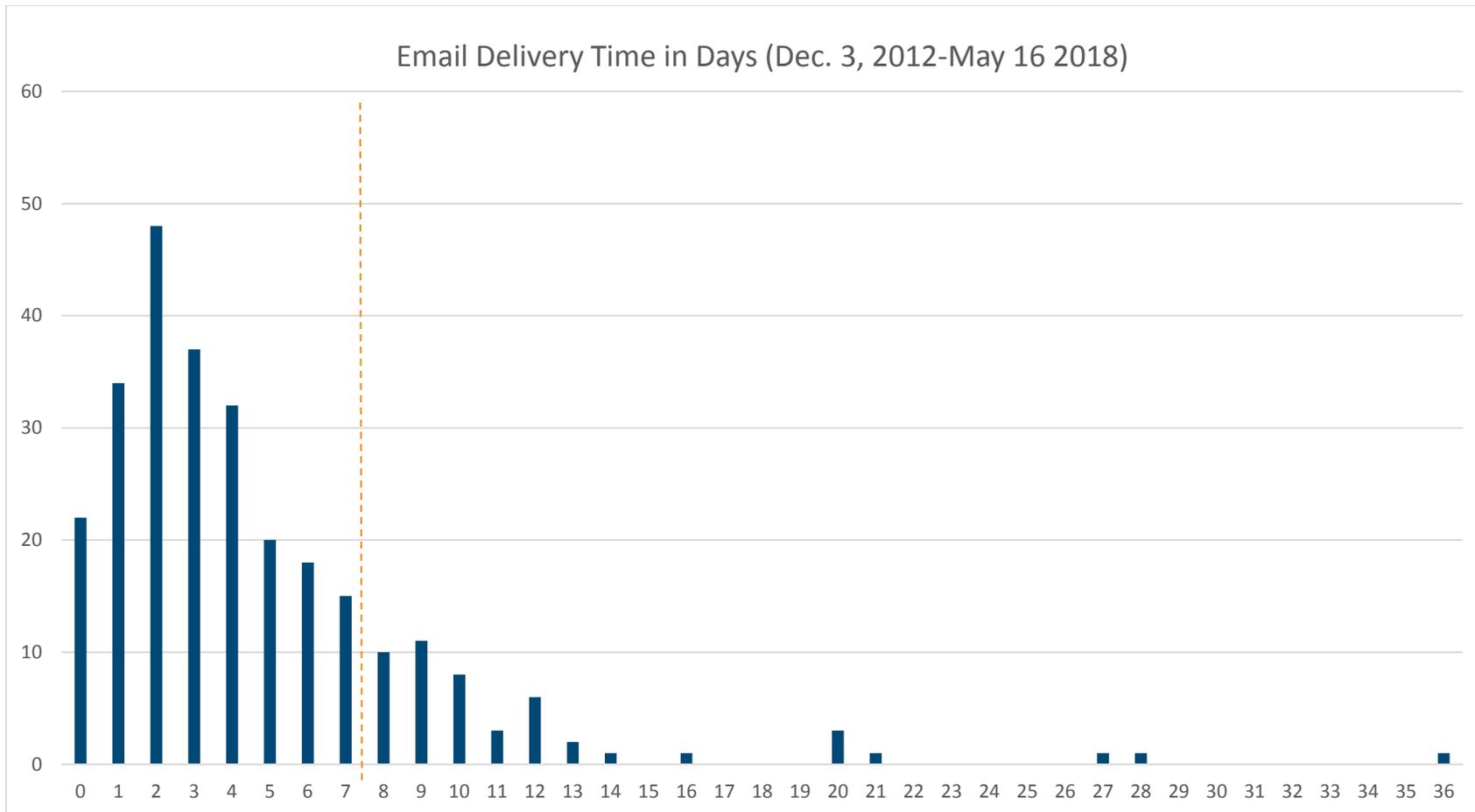
bulletin@scdhhs.gov	sent	8/30/2017	2017-09-04 04:04:41	5	12397
bulletin@scdhhs.gov	sent	9/7/2017	2017-09-12 13:02:36	5	12401
bulletin@scdhhs.gov	sent	10/1/2017	2017-10-03 04:39:30	2	10684
bulletin@scdhhs.gov	sent	11/2/2017	2017-11-06 19:31:18	4	12450
bulletin@scdhhs.gov	sent	11/7/2017	2017-11-09 14:39:23	2	12450
bulletin@scdhhs.gov	sent	11/13/2017	2017-11-17 13:47:27	4	9668
bulletin@scdhhs.gov	sent	11/29/2017	2017-12-04 22:09:27	5	12458
bulletin@scdhhs.gov	sent	12/6/2017	2017-12-11 10:23:59	5	10970
bulletin@scdhhs.gov	sent	12/6/2017	2017-12-11 14:13:54	5	10734
bulletin@scdhhs.gov	sent	12/18/2017	2017-12-23 12:57:24	5	12461
bulletin@scdhhs.gov	sent	12/20/2017	2017-12-27 04:11:14	7	9279
bulletin@scdhhs.gov	sent	12/20/2017	2018-01-01 04:51:53	12	12462
bulletin@scdhhs.gov	sent	1/19/2018	2018-01-22 23:49:07	3	12482
bulletin@scdhhs.gov	sent	2/1/2018	2018-02-05 13:08:34	4	10597
bulletin@scdhhs.gov	sent	2/1/2018	2018-02-05 18:24:31	4	9683
bulletin@scdhhs.gov	sent	2/1/2018	2018-02-05 21:05:59	4	9682
bulletin@scdhhs.gov	sent	2/8/2018	2018-02-28 02:00:16	20	9296
bulletin@scdhhs.gov	sent		2018-03-01 04:09:25		2388
bulletin@scdhhs.gov	sent	3/2/2018	2018-03-05 16:23:20	2	9294
bulletin@scdhhs.gov	sent	3/26/2018	2018-03-27 21:38:31	1	1428
bulletin@scdhhs.gov	sent	3/29/2018	2018-04-03 06:49:45	5	13787
bulletin@scdhhs.gov	sent	3/29/2018	2018-04-07 03:08:19	9	13791
bulletin@scdhhs.gov	sent	4/2/2018	2018-04-08 03:17:25	6	8894
bulletin@scdhhs.gov	sent	4/4/2018	2018-04-09 04:42:01	5	9307
bulletin@scdhhs.gov	sent	4/6/2018	2018-04-11 12:37:00	5	8896
bulletin@scdhhs.gov	sent	4/12/2018	2018-05-09 15:14:53	27	13817
bulletin@scdhhs.gov	sent	4/26/2018	2018-04-29 18:07:13	3	10148
bulletin@scdhhs.gov	sent	5/3/2018	2018-05-07 11:36:58	4	8893
bulletin@scdhhs.gov	sent		2018-05-17 04:20:34		12533
bulletin@scdhhs.gov	sent	5/16/2018	2018-05-21 10:43:51	5	1589
bulletin@scdhhs.gov	<i>inprocess</i>	5/23/2018	2018-05-24 01:54:18	1	5943

Note: While seven years of data was available, I only used data back to Dec. 3, 2012, as I could validate the queued distribution time back to this date in order to calculate the delivery time.

Appendix I: Historical Email Message Data Graphed

Past Medicaid Provider Messages

Analyzing 275 emailed bulletins and alerts spanning from Dec. 3, 2012-May 16, 2018, the average it took for a message to be delivered was 7.4 days and the standard deviation was 12.46.



Appendix J: Email Message Templates

Sample Email Templates

<small>SOUTH CAROLINA DEPARTMENT OF HEALTH AND HUMAN SERVICES</small> Healthy Connections MEDICAID 	Henry McMaster Governor Joshua D. Baker Director P.O. Box 8206 > Columbia, SC 29202 www.scdhhs.gov
June 1, 2018 MB# 18-011	
<h1>MEDICAID BULLETIN</h1>	
TO: Enter Text Here	
SUBJECT: Subject Text Goes Here	
<p>Lorem ipsum dolor sit amet, consectetur adipiscing elit. Quisque non porttitor lacus. Suspendisse tincidunt enim eget gravida bibendum. Sed vestibulum eget nisl et posuere. Quisque cursus odio mi, in maximus quam rutrum sed. Cras vestibulum enim at turpis porttitor, ut tempor nibh malesuada. Nulla tincidunt hendrerit urna, non porta odio varius at. Nunc posuere quam vel nibh molestie, vulputate efficitur turpis tincidunt. Proin commodo ex quis nulla semper, a iaculis arcu iaculis. Nunc gravida lectus vitae dolor finibus ornare vehicula ac nisi. Etiam porta nisl at lacinia aliquet.</p>	
<p>Lorem ipsum dolor sit amet, consectetur adipiscing elit. Quisque non porttitor lacus. Suspendisse tincidunt enim eget gravida bibendum. Sed vestibulum eget nisl et posuere. Quisque cursus odio mi, in maximus quam rutrum sed. Cras vestibulum enim at turpis porttitor, ut tempor nibh malesuada. Nulla tincidunt hendrerit urna, non porta odio varius at. Nunc posuere quam vel nibh molestie, vulputate efficitur turpis tincidunt. Proin commodo ex quis nulla semper, a iaculis arcu iaculis. Nunc gravida lectus vitae dolor finibus ornare vehicula ac nisi. Etiam porta nisl at lacinia aliquet.</p>	
<p>/s/ Joshua D. Baker Director</p>	
<p>Call-to-Action</p>	
<p>Lorem ipsum dolor sit amet, consectetur adipiscing elit. Quisque non porttitor lacus. Suspendisse tincidunt enim eget gravida bibendum. Sed vestibulum eget nisl et posuere. Quisque cursus odio mi, in maximus quam rutrum sed. Cras vestibulum enim at turpis porttitor, ut tempor nibh malesuada. Nulla tincidunt hendrerit urna, non porta odio varius at. Nunc posuere quam vel nibh molestie, vulputate efficitur turpis tincidunt. Proin commodo ex quis nulla semper, a iaculis arcu iaculis. Nunc gravida lectus vitae dolor finibus ornare vehicula ac nisi. Etiam porta nisl at lacinia aliquet.</p>	

SOUTH CAROLINA DEPARTMENT OF HEALTH AND HUMAN SERVICES

Healthy Connections
MEDICAID



Main Story H1 Heading Text

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Call to Action

SOUTH CAROLINA DEPARTMENT OF HEALTH AND HUMAN SERVICES

Healthy Connections
MEDICAID



Main Story H1 Heading Text

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Call to Action



Newsletter Title Text Here - July 15, 2018

Main Story H1 Heading Text Here

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Callout Button Text

Bottom Section H1 Heading Text If Needed



Story H2 Heading Text Goes Here

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[Read Full Story](#)

Story H2 Heading Text Goes Here

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[Read Full Story](#)

Story H2 Heading Text Goes Here

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

[Read Full Story](#)

Callout Section H1 Heading Text

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Appendix K: Subscription Overlay

Subscription Overlay

SOUTH CAROLINA
Healthy Connections
MEDICAID

Report Fraud

SEARCH

GETTING MEDICAID FOR PROVIDERS COMMUNICATIONS USEFUL TOOLS ABOUT US



Apply for South Carolina Medicaid
Use the new online application for Healthy Connections, our program for better care, better value and better health.

Visit the Federal Marketplace
Learn if you qualify for federal assistance in purchasing health insurance at HealthCare.gov.

NOTICE The Healthy Connections Member Contact Center is now open Saturdays from 9 a.m.-noon, (888) 54
More...

AGENCY COMMUNICATIONS

January 25, 2019 - 1:24pm
HEDIS® and HEDIS Record Requests
South Carolina Medicaid managed care organizations (MCOs) request medical records from providers to...

RESOURCES

South Carolina Birth Outcomes Initiative
2018 South Carolina Birth Outcomes Initiative Symposium 2018 South Carolina Birth Outcomes Initiative Symposium Promo Video 2018 South

HEALTH DATA TRANSP

SC Health
South Carolina eHealth Medicaid
Access maps, reports and data on services in South Carolina

SOUTH CAROLINA DEPARTMENT OF HEALTH AND HUMAN SERVICES
Healthy Connections
MEDICAID

Sign up to receive the latest news and updates.

SUBSCRIBE

No Thanks Remind Me Later

Appendix L: Administrative Structure

GOVDELIVERY ADMINISTRATOR ROLES & RESPONSIBILITIES

GovDelivery’s Communications Cloud system has a flexible administrative model that includes four standard roles with different levels of access:

- Account Administrators
- Group Administrators
- Topic Administrators
- Report Viewer

Account Administrator

An Account Administrator has the highest access level and is most often the Project Manager responsible for supervising the overall Communications Cloud. Some duties may include configuring account settings and changing subscription templates. They may also act as the first line support for lower level administrators to assist with business related questions or permissions.

Group Administrator

Group Administrators oversee the maintenance of several Topics or Categories. They can add Topics and edit Topics that are assigned to them, and may also add and assign Topic Administrators to Topics.

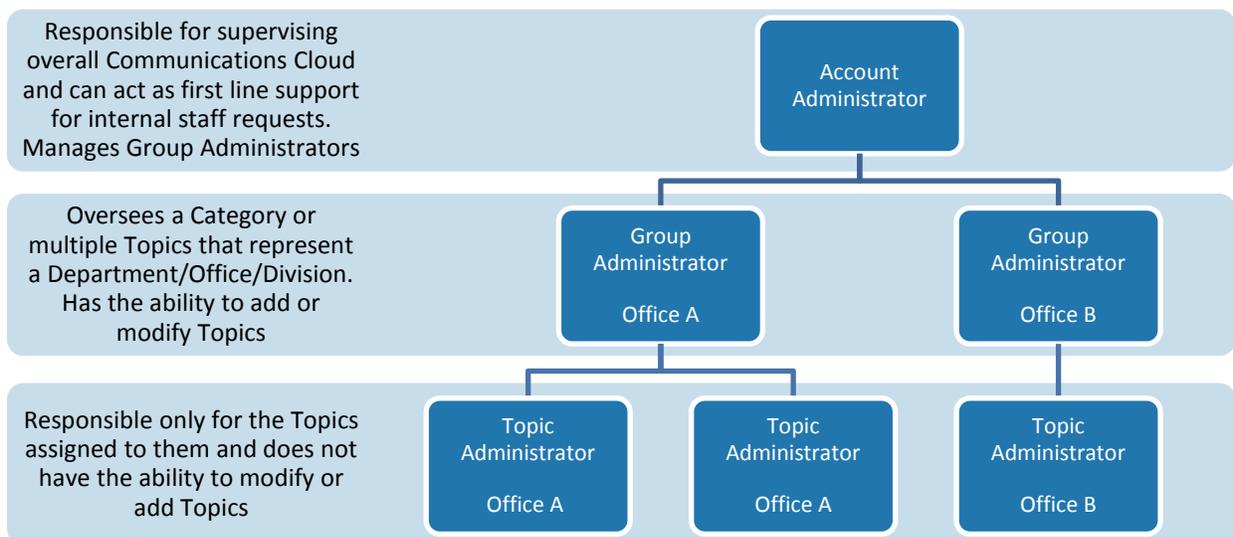
Topic Administrator

A Topic Administrator has the lowest level of access and is responsible for day-to-day maintenance of a Topic/Topics that they are assigned to in the Communications Cloud.

Report Viewer

Report Viewers are allowed to run Usage Reports in Communications Cloud but do not have permission to perform any maintenance tasks

TRADITIONAL ADMINISTRATOR HIERARCHY MODEL



**Appendix M: Hurricane Florence Preparedness Medicaid
Beneficiary Email**



Hurricane Florence Preparedness

Effective Saturday, Sept. 8, 2018, Governor McMaster declared a state of emergency in advance of Hurricane Florence, which is on-track to affect South Carolina's coastal region and some inland counties. In the event of an evacuation, SCDHHS wants to ensure all Healthy Connections members have access to services.

Tip #1: Know Your Zone

Evacuations will be announced locally, but the latest information on evacuations will be available on the South Carolina Emergency Management Division's website:

<https://www.scmd.org/prepare/know-your-zone/>

Tip #2: Be Prepared to Leave

If you live in a coastal community, start planning for an evacuation now. This includes collecting sensitive documents like birth certificates, your driver's license and your Healthy Connections Medicaid card.

If you don't have your card, make sure to write down you and all of your family members', including any children's, Medicaid identification (ID) number and take it with you. Remember, hospitals and physician's offices can look up and confirm eligibility if they have your Medicaid ID number.

If you need your Medicaid ID number or have questions, please call the Healthy Connections Member Contact Center at (888) 549-0820 for assistance. You may experience longer than usual hold times. Please know your call is important and we thank you for your patience.

If you are a member of a Medicaid health plan, please call your health plan directly:

- Absolute Total Care: (866) 433-6041
- Healthy Blue: (866) 781-50943h
- First Choice by Select Health of South Carolina: (888) 276-2020
- Molina Healthcare of SC: (855) 882-3901
- WellCare: (888) 588-9842

For more information about emergency and evacuations planning, check the South Carolina Emergency Management Division's website:

<https://www.scmd.org/prepare/your-emergency-plan/>

Tip #3: Shelter Safely

If you cannot find accommodations with friends, family or hotels, find a shelter in your area to stay safe during any weather events. For a list of open shelters, check the South Carolina Emergency Management Division's website:

<https://www.scmd.org/stay-informed/emergency-shelters/>

Appendix N: Hurricane Florence Preparedness Email Analytics

Hurricane Florence Preparedness (Sept. 10, 2018) Email Analytics

Details

Subject: Hurricane Florence Preparedness
Sent: 09/10/2018 01:05 PM EDT
Sent By: Brooke.Bailey@scdhhs.gov
Sent To: Subscribers of Member Notifications: Weather Alerts who answered "Beaufort" or "Berkeley" or "Charleston" or "Dorchester" or "Georgetown" or "Horry" or "Jasper" or "Williamsburg" to "County"

[PDF](#) [RECIPIENT DETAILS](#) [COPY BULLETIN](#) [VIEW BULLETIN](#)

Overview

10,326

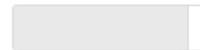
Recipients

- ✓ Email
- ✓ SMS
- ✗ Facebook
- ✗ Twitter
- ✓ RSS



89.2%

Delivered



- 0% Pending
- 11% Bounced
- 43% Open Rate
- 4% Click Rate

Appendix O: First Provider API Email Message

Welcome Message to Current Medicaid Providers (Dec. 29, 2018) Added through the API



Welcome!

As a Healthy Connections Medicaid provider, we have signed you up to receive emails from South Carolina Department of Health and Human Services and Healthy Connections.

You have been subscribed to receive provider news, both the Provider Newsletter and News and Announcements topics. You have also been subscribed to receive Medicaid bulletins and alerts. This is how SCDHHS communicates policy changes to Medicaid providers. Based on your specialty, you have been subscribed to Medicaid bulletin and alert topics that may interest you.

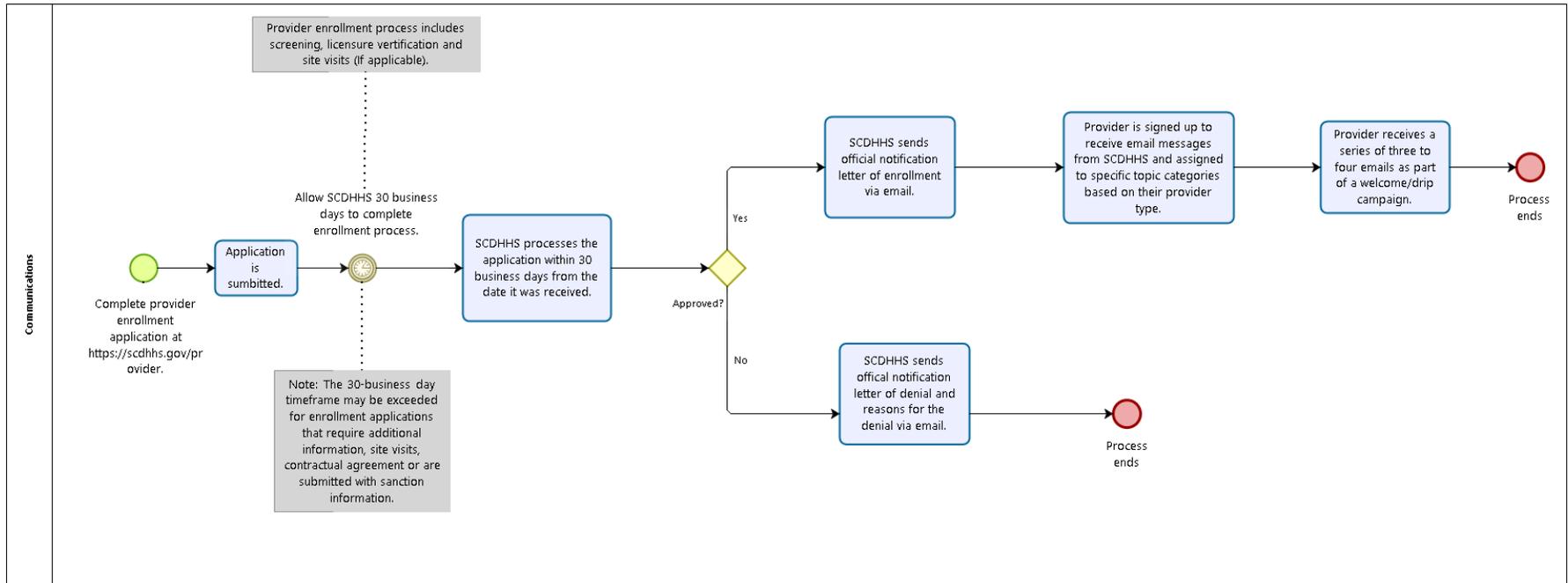
You may [update your subscriber preferences](#) at any time, but for now you can expect to receive news and policy updates the easy way.

Your subscription is managed under the email address Email Address.



Appendix P: Provider Enrollment Process Flow Chart (January 2019)

High-Level South Carolina Healthy Connections Provider Enrollment Process, January 2019



Appendix Q: Revised Provider Notification Letter Example

South Carolina Department of Health & Human Services

Date: 01/29/19

[Redacted]

Reference #: **U505QS4CQBK4HP8**

Dear Provider:

Your enrollment in the South Carolina Medicaid program was approved by the South Carolina Department of Health and Human Services (SCDHHS) effective: 01/29/19. All communications with SCDHHS regarding your participation in the South Carolina Medicaid program should contain your National Provider Identification (NPI) number and/or your Medicaid Identification number.

NPI: 1649689969
Medicaid Identification Number: CH4379
Provider Specialty: Chiropractor, Individual
Provider Specialty: Chiropractic
Provider Subspecialty: No Subspecialty

Additional Note for provider: Your enrollment application with SC Healthy Connections Medicaid has been processed and approved. You have been assigned a six digit Legacy ID of CH4379 with an enrollment date of 10/30/18. Please visit the Provider Information home page at <https://www.scdhhs.gov/provider> which contains information regarding Provider Enrollment, Provider Manuals, and other applicable provider related resources. **Also, you will now receive Medicaid bulletins and alerts by email from SCDHHS. This is the primary way the agency communicates to Medicaid providers.**

Questions regarding the Medicaid program should be directed to The Provider Service Center at 1-888-289-0709, option 4.

Sincerely,

Medicaid Provider Enrollment

Medicaid Claims Control System
Medicaid Provider Enrollment
P.O. Box 8809 - Columbia, South Carolina 29202-8809
(888) 289-0709 FAX (803) 870-9022

Approval Letter
092012

Appendix R: Copy of Electronic Communications Request Form

Communications Request Form

Description

Communications Request Form

Instructions

The Office of Communications strives to provide fast and efficient service. For more details please check the [Communications and Outreach Expectations \(https://tickets.scdhhs.gov/customspace/documents/Communications/Communications and Outreach Expectations.pdf\)](https://tickets.scdhhs.gov/customspace/documents/Communications/Communications and Outreach Expectations.pdf) document.

Request Form

Create Request On Behalf Of:

Communication Request

Please Enter Your Preferred Contact Number (Required)

Please Enter A Short Descriptive Title Of Your Project (Required)

Please Select A Request Type (Required)

Please Enter A Detailed Description Of Your Project (Please Describe The Nature Of Your Project, The Objective Of Your Project, And/or The Project Goal) (Required)

Please Describe Your Intended Audience (Required)

Please Describe Why This Product Will Be Valuable To Your Department Or Program And The Agency (Required)

How Will This Be Used? (Required)

Please Describe How This Will This Be Distributed, If Applicable

Will This Request Include An E-communications (E-blast Or E-newsletter) (Required)

All requests to the Office of Communications will be reviewed and completed within the projected lead times for stated materials but are subject to the department's capacity, agency priorities and urgency of the request.

Request Type	Additional Details	Timeframe
Promotional Items	If ordering and printing materials is required, this time increases significantly	1-2 Weeks
Educational and outreach materials (develop or update)	Artwork/graphics, brochures, rack cards, displays, flyers, infographics, posters, etc.	2-6 weeks, depending on the size and complexity
Website, SharePoint, Social Media	Minor web updates can be submitted via email	2 weeks before intended posting date
Email Blasts	-	2 weeks before intended distribution date
Co-branding	Adding the Healthy Connections logo to conference and other materials, presenting SCDHHS as a partner or supporter	2 Weeks
Letters of Support	-	3 Weeks
Media Relations	News releases, media advisories, feature articles, editorials	3 weeks before intended release date

Communications Request Form

Request Type	Additional Details	Timeframe
Video and audio production services	Recording or streaming of events, creation of videos	At least 3 weeks before the event
PowerPoint Presentation	-	2 Weeks

Requested Date Of Completion (Required)



Please Select The Division (Required)

Has This Project Been Approved By Your Deputy Director? (Required)

Please Enter Any Other Information That You Would Like To Share With The Office Of Communications

Please Attach Any Supporting Documentation

Add

FILE NAME	TYPE	ATTACHED DATE	ATTACHED BY
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Remove

Appendix S: Targeted Provider Email Example

Targeted Provider Survey (Dec. 11, 2018)



ABA Provider Survey

Following the recent rate increase, policy and procedure changes and an increase in the number of South Carolina Medicaid applied behavior analysis (ABA) providers, the South Carolina Department of Health and Human Services (SCDHHS) seeks to gather additional information to inform its autism spectrum disorder (ASD) benefit. SCDHHS requests Medicaid-enrolled ABA providers to complete a brief survey. This is a follow up to the survey sent in February 2018.

Your responses will help inform the agency's children's behavioral health program. SCDHHS asks for one response from each provider group to be completed by **Friday, Jan. 11, 2019**.

Thank you in advance for your time in providing this information.

[Take the Survey](#)



Appendix T: Email Analytics Example

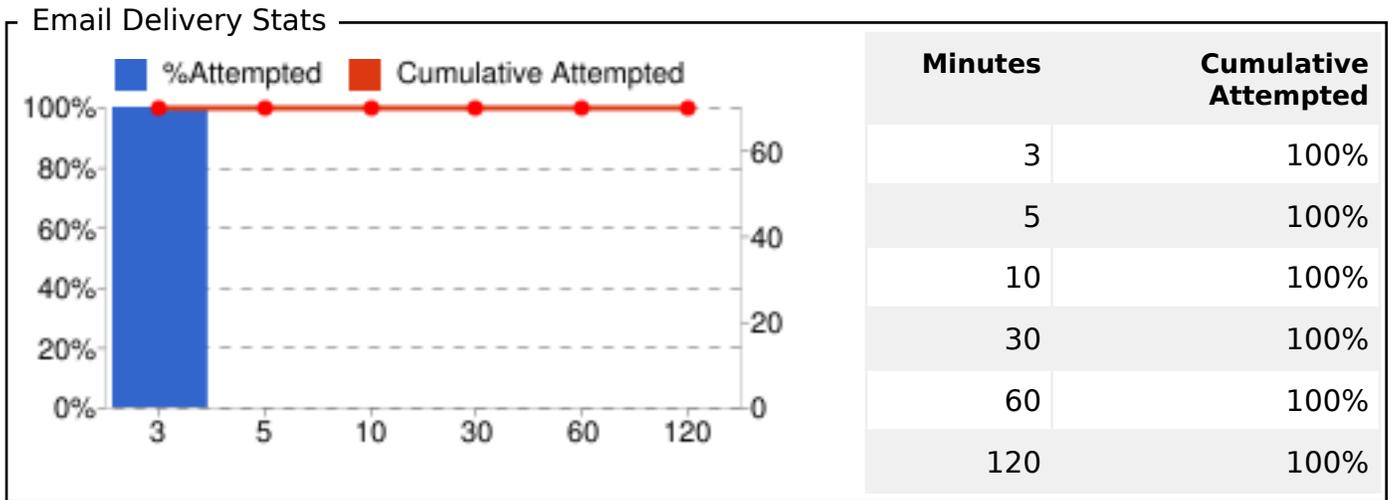
Subject: ABA Provider Survey
 Sent: 12/11/2018 05:40 PM EST
 Sent By: Brooke.Bailey@scdhhs.gov
 Sent To: Subscribers of ABA Provider List

70 Recipients

- ✓ Email
- ✗ SMS
- ✗ Facebook
- ✗ Twitter
- ✗ RSS

96% Delivered

0% Pending
 4% Bounced
 75% Open Rate
 30% Click Rate



Delivery Metrics - Details

70	Total Sent
67 (96%)	Delivered
0 (0%)	Pending
3 (4%)	Bounced
0 (0%)	Unsubscribed

Bulletin Analytics

121	Total Opens
50 (75%)	Unique Opens
36	Total Clicks
20 (30%)	Unique Clicks
12	# of Links

Delivery and performance

These figures represent all data since the bulletin was first sent to present time.

	Progress	% Delivered	Recipients	# Delivered	Opened Unique	Bounced/Failed	Unsubscribes
Email Bulletin	Delivered	95.7%	70	67	50 / 74.6%	3	0
Digest	n/a	n/a	0	0	0 / 0.0%	0	0
SMS Message	Delivered	0.0%	0	0	n/a	0	n/a

Link URL	Unique Clicks	Total Clicks
https://survey.scdhhs.gov/index.php/928857?lang=en&utm_...	23	45
https://public.govdelivery.com/accounts/SCDHHS/subscriber/...	0	0
https://subscriberhelp.govdelivery.com/	0	0
https://subscriberhelp.granicus.com/?utm_campaign=&utm_...	0	0
https://www.scdhhs.gov/node/46?utm_campaign=&utm_med...	0	0
https://www.facebook.com/SCMedicaid/?utm_campaign=&ut...	0	0
https://www.pinterest.com/scmedicaid/?utm_campaign=&ut...	0	0
https://www.scdhhs.gov/?utm_campaign=&utm_medium=e...	0	0
https://www.scdhhs.gov/Contact-Info?utm_campaign=&utm_...	0	0
https://public.govdelivery.com/accounts/SCDHHS/subscriber/...	0	0
https://twitter.com/scmedicaid?utm_campaign=&utm_mediu...	0	0

Appendix U: Email Analytics Example

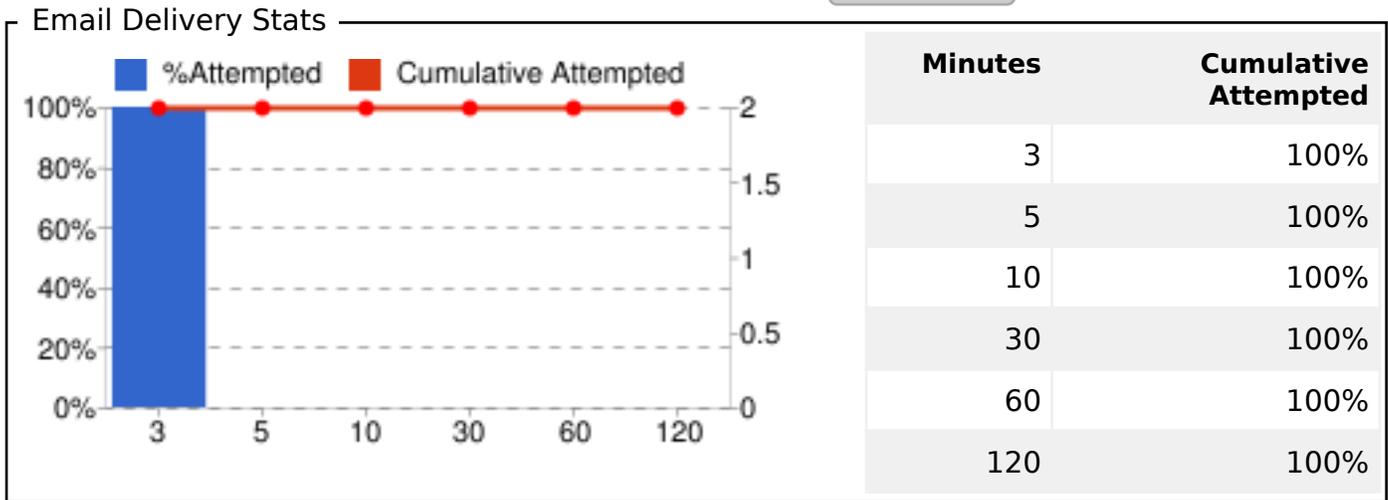
Subject: ABA Provider Survey
 Sent: 12/14/2018 09:10 AM EST
 Sent By: Brooke.Bailey@scdhhs.gov
 Sent To: Subscribers of ABA Provider List who were not sent "ABA Provider Survey"

2 Recipients

- ✓ Email
- ✗ SMS
- ✗ Facebook
- ✗ Twitter
- ✗ RSS

100% Delivered

- 0% Pending
- 0% Bounced
- 50% Open Rate
- 50% Click Rate



Delivery Metrics - Details

2 Total Sent
2 (100%) Delivered
0 (0%) Pending
0 (0%) Bounced
0 (0%) Unsubscribed

Bulletin Analytics

70 Total Opens
1 (50%) Unique Opens
1 Total Clicks
1 (50%) Unique Clicks
12 # of Links

Delivery and performance

These figures represent all data since the bulletin was first sent to present time.

	Progress	% Delivered	Recipients	# Delivered	Opened Unique	Bounced/Failed	Unsubscribes
Email Bulletin	Delivered	100.0%	2	2	1 / 50.0%	0	0
Digest	n/a	n/a	0	0	0 / 0.0%	0	0
SMS Message	Delivered	0.0%	0	0	n/a	0	n/a

Link URL	Unique Clicks	Total Clicks
https://survey.scdhhs.gov/index.php/928857?lang=en&utm_...	2	2
https://public.govdelivery.com/accounts/SCDHHS/subscriber/...	0	0
https://subscriberhelp.govdelivery.com/	0	0
https://subscriberhelp.granicus.com/?utm_campaign=&utm_...	0	0
https://www.scdhhs.gov/node/46?utm_campaign=&utm_med...	0	0
https://www.facebook.com/SCMedicaid/?utm_campaign=&ut...	0	0
https://www.pinterest.com/scmedicaid/?utm_campaign=&ut...	0	0
https://www.scdhhs.gov/?utm_campaign=&utm_medium=e...	0	0
https://www.scdhhs.gov/Contact-Info?utm_campaign=&utm_...	0	0
https://public.govdelivery.com/accounts/SCDHHS/subscriber/...	0	0
https://twitter.com/scmedicaid?utm_campaign=&utm_mediu...	0	0

Appendix V: GovDelivery Email Message Data

Email Data from GovDelivery

Subject	Audience	From	Date Queued for Distribution	Finish ed Distribution	Time (in Days) Between Queued and Complete	Recipients	Delivered	Delivery Rate	Opened	Unique Opens	Bounced or Failed	Bounced Rate	Unsubscribed	Unsubscribed Rate
Hurricane Florence Preparedness	Medicaid Beneficiaries "Beaufort" or "Berkeley" or "Charleston" or "Dorchester" or "Georgetown" or "Horry" or "Jasper" or "Williamsburg " County	scdhhs@messages.scdhhs.gov	9/10/2018	9/10/2018	0	10,326	9207	89%	3996	43.4%	1119	11%	2	0%
November SC Pharmacy and Therapeutics Committee Meeting Canceled	Other Medical Professionals or Pharmacy	alert@messages.scdhhs.gov	10/29/2018	10/29/2018	0	3,192	2,530	79%	447	19.3%	662	21%	1	0%

Email Data from GovDelivery

November 2018 Provider Payment Holiday Schedule	Chiropractic, Community Long Term Care, Dental, Disabilities and Special Needs, Durable Medical Equipment, Early and Periodic Screening, Diagnostic and Treatment (EPSDT), Home Health, Hospice, Hospitals, Laboratories, Managed Care, Medical Clinics, Mental Health and Rehabilitation Clinics, Nursing Facilities, Other Medical Professionals, Pharmacy, Physicians, Podiatry, Transportation , Vision, or X-Ray	alert@messages.scd.hhs.gov	11/12 /2018	11/12 /2018	0	7,644	6,119	80%	1536	25.6%	1,525	20%	10	0%
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Email Data from GovDelivery

Public Notice: Community Engagement Section 1115 Demonstration Waiver Application	Subscribers of Public Notices	scdhhs@messages.scdhhs.gov	12/3/2018	12/3/2018	0	465	465	100%	174	44.8%	0	0%	1	0%
Medicaid Bulletin: Medicaid Coverage of Opioid Treatment Programs and SCDHHS Efforts to Address the Opioid Crisis	Subscribers of Chiropractic, Community Long Term Care, Dental, Disabilities and Special Needs, Durable Medical Equipment, Early and Periodic Screening, Diagnostic and Treatment (EPSDT), Home Health, Hospice, Hospitals, Laboratories, Managed Care, Medical Clinics, Mental	bulletin@messages.scdhhs.gov	12/7/2018	12/7/2018	0	6,971	6,111	88%	1384	23.3%	860	12%	6	0%

Email Data from GovDelivery

	Health and Rehabilitation Clinics, Nursing Facilities, Other Medical Professionals, Pharmacy, Physicians, Podiatry, Transportation , Vision, or X-Ray,													
ABA Provider Survey	ABA Provider List	providernews@messages.scdhhs.gov	12/11/2018	12/11/2018	0	70	67	96%	50	74.6%	3	4%	0	0%
End of Year Provider Payment Holiday Schedule	Subscribers of Chiropractic, Community Long Term Care, Dental, Disabilities and Special Needs, Durable Medical Equipment, Early and Periodic Screening, Diagnostic and Treatment (EPSDT), Home Health,	alert@messages.scdhhs.gov	12/12/2018	12/12/2018	0	6,923	6,098	88%	1447	25.0%	825	12%	5	0%

Email Data from GovDelivery

	Hospice, Hospitals, Laboratories, Managed Care, Medical Clinics, Mental Health and Rehabilitation Clinics, Nursing Facilities, Other Medical Professionals, Pharmacy, Physicians, Podiatry, Transportation , Vision, or X-Ray,													
ABA Provider Survey	Subscribers of ABA Provider List who were not sent "ABA Provider Survey"	providernews@messages.scdhhs.gov	12/14/2018	12/14/2018	0	2	2	100%	1	50.0%	0	0%	0	0%
Public Notice: Final Action for the Coverage of Opioid Treatment Program	Subscribers of Public Notices	scdhhs@messages.scdhhs.gov	12/28/2018	12/28/2018	0	676	672	99%	220	38.6%	4	1%	1	0%

Email Data from GovDelivery

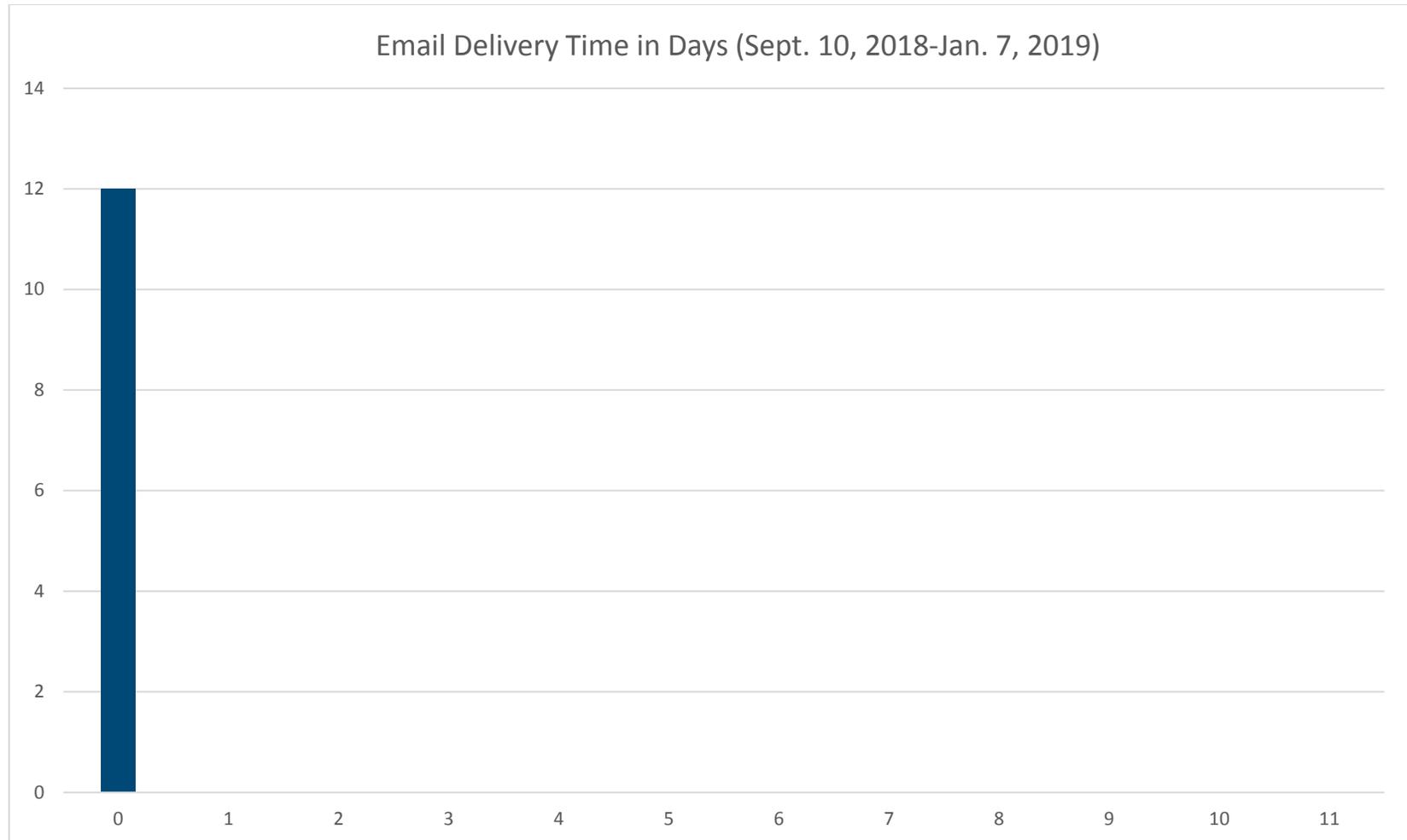
(OTP) Services														
Public Notice: Final Action for Intermediate Care Facilities for Individuals with Intellectual Disabilities (ICF/IID)	Subscribers of Public Notices	scdhhs@messages.scdhhs.gov	12/29/2018	12/29/2018	0	679	675	99%	217	37.9%	4	1%	1	0%
Public Notice: Final Action for the FFY 2019 DSH Payments and Swing Bed and Administrative Day Rate Changes	Subscribers of Public Notices	scdhhs@messages.scdhhs.gov	12/31/2018	12/31/2018	0	713	709	99%	222	37.0%	4	1%	2	0%
ABA Provider Survey due Friday, Jan. 11	ABA Provider List	providernews@messages.scdhhs.gov	1/7/2019	1/7/2019	0	72	69	96%	35	50.7%	3	4%	0	0%

Email Data from GovDelivery

Appendix W: Current Email Message Data Graphed

Selected Email Messages, Sept. 10, 2018-Jan. 7, 2019

While there were 360 emails sent during this time period, the emails that were analyzed were selected because they were similar to the emails that were analyzed before implementation.



Glossary of Terms

Medicaid: A joint federal-state program, administered by the Centers for Medicare & Medicaid Services (CMS), that helps states in supporting medical costs for eligible persons with low incomes and limited resources. South Carolina's Medicaid program is called Healthy Connections.

Medicaid Beneficiary: An individual eligible for Medicaid.

DMARC: Domain-based Message Authentication, Reporting and Conformance is an email-validation system designed to detect and prevent email spoofing, the use of forged sender addresses often used in phishing and email spam.

DKIM: Domain Keys Identified Mail (DKIM) is an email authentication method designed to detect forged sender addresses in emails, (email spoofing), a technique often used in phishing and email spam.

SaaS: Software as a service (SaaS) is a software licensing and delivery model in which software is licensed on a subscription basis and is centrally hosted. It is sometimes referred to as "on-demand software."

SMS: Short message service (SMS) is a text messaging service component of most telephone, internet and mobile-device systems. It uses standardized communication protocols to enable mobile devices to exchange short text messages.

GovDelivery Email Marketing Terms

Subject: The subject line of the email that was sent.

Sent: The date and time the email began sending to recipients.

Sent By: The email address of the administrator that sent the email.

Sent To: The topics to which the email was sent.

Total Sent: The number of bulletins sent from your account; includes all email, wireless, and digested message recipients.

Delivered: The number of emails successfully delivered to the recipients' email server or wireless service; includes all email, wireless and digested message recipients.

Pending: The number of recipients whose emails are pending delivery.

Bounced: The number of messages that failed to be successfully handed off to the recipients' servers.

Unsubscribed: The total number of recipients who unsubscribed from a topic using the one-click unsubscribe link found in the standard footer of a message delivered with Communications Cloud.

Total Opens: Number of emails that were opened by immediate email recipients.

Unique Opens: Number of emails opened by recipients. For the open to be recorded, the embedded web beacon included in the email must render. Therefore, this value does not include emails opened in text-only email clients or many wireless devices. Only the unique opens are counted (i.e., if a recipient opens the email three times, only one open will be counted).

Total Clicks: Total number of links clicked by immediate email recipients. Note: This section only collects link tracking metrics for 15 days after the email is sent.

Unique Clicks: The number of recipients who clicked a link included in the email. The link must contain the redirect (tracking code) added by Communications Cloud and the mail sender. The link will typically open the client's site. Note: This section only collects link tracking metrics for 15 days after the email is sent.

of Links: Number of links that were included in the email. For example, an email that includes two links was sent to 100 recipients. Thus, the email links included count is two.

Works Cited

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