

Clover Health

2022 Quality Improvement Program Description

Clover Health Medicare Advantage HMO and PPO Plans
H5141 and H8010

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1. Introduction and Background

Clover Health is a federally qualified and state licensed preferred provider organization (PPO) and health maintenance organization (HMO). Since its inception in 2013, there has been a strong pledge to provide quality services to its customers (i.e., members and providers). This is reflected in the philosophy and mission statement and clearly communicated through its vision. Clover Health offers a Medicare Advantage and Prescription Drug (MAPD) benefit product to eligible individuals residing in multiple states. Products offered by Clover Health are indicated below.

H Contract	Product Type	Service Delivery Area	Inception Year
H8010	HMO	New Jersey	2019
		Texas	2019
H5141	PPO	Pennsylvania	2018
		New Jersey	2013
		Texas	2018
		Arizona	2019
		Georgia	2018
		South Carolina	2019
		Tennessee	2019
		Mississippi	2021
		Alabama	2022

2. Clover Health Mission, Quality Vision, and Values

a. Mission

Clover Health is dedicated to the provision of high-quality, cost-effective care and service that continually satisfies the unique and diverse needs of Medicare beneficiaries and providers where they live and work.

b. Quality Vision

Clover Health embraces the definition of quality from the Institute of Medicine, “Quality is the degree to which health services for the individuals and population increase the likelihood of desired health outcomes and are consistent with the current professional knowledge.” Clover Health’s quality vision is aligned with the Centers for Medicare and Medicaid Services (CMS) Quality Strategy for MAPD plans and the Quadruple Aim, a framework developed by the Institute for Healthcare Improvement that describes an approach to optimizing health system performance. The premise of the Quadruple Aim is to simultaneously pursue four dimensions:

- Improving the patient experience of care (including quality and satisfaction);
- Improving the health of populations;
- Reducing the per capita cost of health care; and
- Improving the work life of health care providers, including clinicians and staff.

c. Values

i. Clover First

We value Clover Health's success over personal advancement. We're drawn to the difficulty and complexity of our mission to Improve Every Life.

ii. Context & Transparency

We communicate openly with each other about what we're doing, what brought us here, and why we're doing it. We share context and purpose.

iii. Growth & Iteration

We operate without ego, valuing diverse points of view. We look for opportunities to check our blind spots; we thrive on self-improvement and feedback.

iv. Integrity

We strive to be a trusted partner to our colleagues, stakeholders, and most importantly to the human beings under our care. We remember that trust is earned, not demanded, and work to earn and renew that trust every day.

v. Action

We take action and go beyond the conventions of our jobs to do what needs to be done. Each of us is here to make an impact with our work: to roll up our sleeves, get started right away, test assumptions, and deliver measurable results.

vi. Sustainability

Clover Health is here to change health care. We have a long road ahead, and we must be thoughtful about our approach. We bias toward efficiency,

scalability, and rigorous planning so we can deliver high quality work products.

3. Program Goals and Objectives

The Clover Health Clinical Quality Improvement function assists in achieving the mission of the organization: Clover Health is dedicated to the high-quality, cost-effective care and service that continually satisfies the unique and diverse needs of Medicare beneficiaries and providers where they live and work. The purpose of the Clinical Quality Improvement function is to provide expertise and support to the organization in monitoring and improving health services and operations to encourage high quality, effective, efficient, and safe health care, care coordination, care management, disease prevention, and preventive health services for Medicare beneficiaries.

Clinical Quality Improvement improves organization functioning by supporting the organization in improving clinical and service outcomes for our customers. The Clinical Quality Improvement function:

- Measures and analyzes organization performance;
- Contributes essential data and information to management decision-making; and
- Guides design and implementation of Clinical Quality Improvement projects and evaluation of interventions;

Clover Health strives to continuously improve the quality, appropriateness, availability, accessibility, coordination of care, and experience of care for our MAPD beneficiaries. The Program objectives that support this goal are:

- Maintain a Clinical Quality Improvement Program which continuously monitors the quality of care and service provided to beneficiaries
- Comply with the Centers for Medicare and Medicaid Services' (CMS) requirements regarding Clinical Quality Improvement Program activities
- Measure and report Clinical Quality Improvement and other program performance including standard measures and tools required by CMS
- Utilize a data-driven approach to improving care, safety, health outcomes and service of beneficiaries through the continuous monitoring and evaluation of industry recognized and internally developed key clinical care and service quality indicators
- Evaluate and improve upon the beneficiary experience with care and service through development of improvement actions based on results from the

Medicare Consumer Assessment of Healthcare Providers and Systems (CAHPS®) survey, the Health Outcomes Survey (HOS®), beneficiary inquiry, grievance, and appeal data

- Identify, prioritize, and pursue opportunities to improve the quality of care and service beneficiary's receive through industry recognized measures such as HEDIS®
- Provide and monitor beneficiary access to, and the availability of, an adequate network of experienced practitioners, providers, delegates, vendors, and other needed resources
- Develop and implement pharmaceutical quality assurance measures and systems to identify and reduce medication errors, adverse drug interactions and improve medication use through retrospective and concurrent drug utilization review systems, as well as pharmaceutical policies and procedures
- Promote the effectiveness, efficiency, and compliance of all First Tier, Downstream and Related Entities (FDRs) with Clover Health contractual and CMS requirements
- Ensure that pharmacy network providers comply with minimum standards for pharmacy practice as established by the applicable states where Clover Health conducts business
- Enhance the improvement of beneficiary health outcomes through the use of nationally recognized evidence-based clinical practice guidelines that incorporate individual beneficiary health care needs and preferences, including cultural, ethnic, linguistic and other social determinants of health
- Implement ongoing monitoring efforts to identify instances of questionable quality, to include beneficiary quality of care grievances, medication errors, and adverse events and ensure that corrective actions are implemented timely and monitored to evaluate the effectiveness of corrective actions
- Encourage network provider participation in the planning, design, implementation, and evaluation of Clinical Quality Improvement Program activities
- Coordinate Clinical Quality Improvement Program activities across Clover Health functional areas and with our network providers to improve beneficiary care, safety, and service
- Utilize a reliable and state of the art clinical information system to support beneficiary-centered care that is timely, effective, facilitates effective care coordination, and promotes shared decision making between beneficiaries and their care team

- Improve the health status of beneficiaries through collaborative care coordination, preventive/wellness activities, care management, and a chronic care improvement program (CCIP)
- Ensure there is a well defined process and that practitioners and providers who provide care to Clover members are fully credentialed.

4. Program Scope

The scope and content of the Clinical Quality Improvement Program are designed to continuously monitor, evaluate and improve the quality and safety of clinical care and service provided to beneficiaries. In an effort to promote organization-wide performance improvement, specific process and outcome of care indicators are developed, measured and assessed by all appropriate departments in a timely manner through an ongoing process of data collection, analysis, improvement actions, and evaluation of the effectiveness of improvement actions. The scope of Clinical Quality Improvement Program activities includes, but is not limited to:

- Clinical services: Including acute, chronic, and preventive medical and behavioral care and services provided in the inpatient and outpatient settings by contracted provider groups, primary care and specialty practitioners, and organizational providers. Clinical services also include services provided by Clover Health staff and delegates, including but not limited to utilization management, case management, chronic care improvement program (CCIP), prevention and wellness, beneficiary safety activities, clinical practice guidelines, and pharmaceutical management.
- Non-clinical services: Including functional and operational aspects of the Clover Health organization such as cultural and linguistic needs, customer service, claims, regulatory compliance, credentialing and recredentialing, access and availability, and complaints and appeals. Non-clinical services also include identification of services and supports that may be identified through review of the demographic and epidemiologic needs of the MAPD population.

5. Authority and Accountability

The Clover Health Insurance Company Board of Directors holds the final authority and accountability for the quality of care and service provided to Clover Health beneficiaries. The Board of Directors delegates Clinical Quality Improvement responsibility and authority to the Quality Improvement Committee (QIC). The Clover Health Insurance Company Board of Directors meets on a quarterly basis and provides oversight to the Clinical Quality Improvement Program. In turn, the

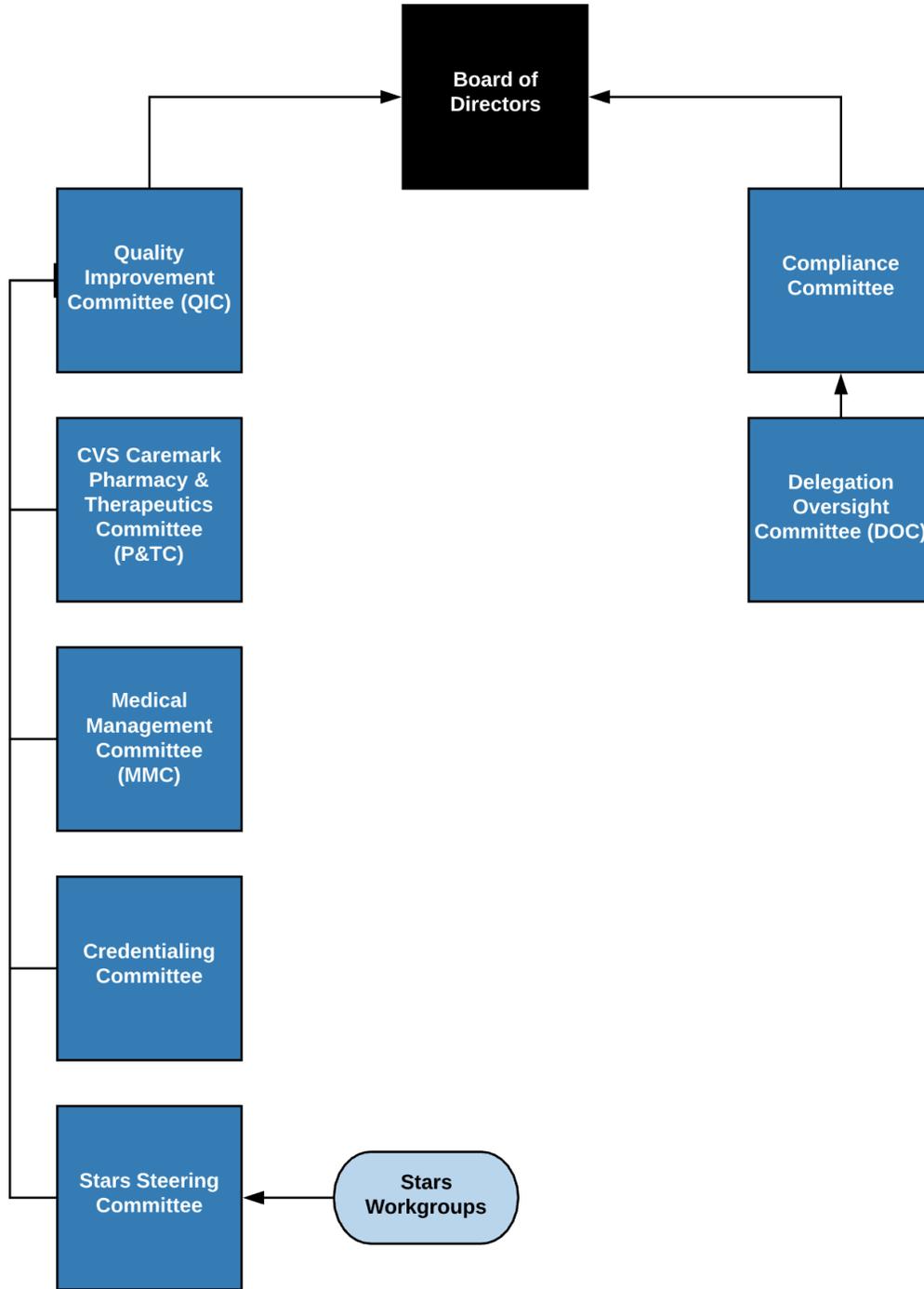
Clover Health Insurance Company Board of Directors will review and approve, annually the Quality Improvement Program Description, Work Plan and Evaluation and will ensure that appropriate resources are available to carry out the Clinical Quality Improvement Program. The Clover Health Insurance Company Board of Directors may recommend a particular plan of action or changes to the Clinical Quality Improvement Program. The Quality Improvement Committee provides oversight and evaluates the Clinical Quality Improvement Program.

The Clover Health Clinical Quality Improvement (CQI) Program is a systematic program that involves the entire organization working together at all levels. The Chief Medical Officer, Director of Clinical Quality Improvement, Medical Directors, providers, directors, managers, front line staff, and external representatives actively plan, develop, monitor, and adjust quality improvement activities targeting clinical care, service and organizational efficiency. These individuals manage quality improvement activities as a daily part of Clover Health's operational activities and as leaders within Clover Health's committee structures, which is described later in this document. In serving Clover Health's committees, they establish priorities for Clover Health's Clinical Quality Improvement Program, review results of Clinical Quality Improvement monitoring and initiatives, and recommend changes to the program. Frontline employees participate in the quality improvement activities and serve on Clinical Quality Improvement workgroups. As a part of ongoing quality improvement, when improvement opportunities are identified, Clover Health initiates cross-functional workgroups to analyze problems and develop solutions. Workgroup members may include directors, managers, providers, and front line employees with content knowledge and expertise in the area being addressed. This structure encourages a collaborative multidisciplinary approach to improving quality, which fosters innovation, utilizes available employee knowledge and skills, encourages high employee morale, and results in more effective improvement work. Clover Health communicates and continuously reinforces the Clinical Quality Improvement Program, initiatives, and results through training/seminars, program manuals, correspondence and other sharing of data.

6. Organization Structure

The organizational structure of the Clinical Quality Improvement Program is depicted below. All committees' minutes are recorded, reviewed, and approved by each committee, signed by the committee chair, and stored electronically with

limited access. They are made available to CMS and state and federal organizations as requested.



a. Committee Roles and Responsibilities

The Clover Health Clinical Quality Improvement Program is accomplished through the following committees, in conjunction with health plan personnel resources.

i. Governing Body

Clover Health Insurance Board Of Directors (BOD):

The BOD is the governing body for Clover Health plan and oversees Clover Health's functions, including the Clinical Quality Improvement Program. The CMO is responsible for representing the Clinical Quality Improvement Program to the BOD. The CMO also provides feedback from the BOD to the members of the Quality Improvement Committee (QIC).

The BOD has delegated responsibility for oversight and coordination of the Clinical Quality Improvement Program to the Quality Improvement Committee. The CMO is responsible for the overall function and direction of the Clinical Quality Improvement Program. The BOD meets quarterly.

The BOD reviews the program's core documents annually as evidence of oversight. Clinical Quality Improvement updates are also given to the Board throughout the year. The Board will have access to the Quality Improvement Committee for discussion purposes.

The Board of Directors will:

- Appoint Quality Improvement Committee membership and review and approve membership on an annual basis;
- Review, evaluate and approve the Quality Improvement Program Description, Quality Improvement Work Plan, Quality Improvement Program Evaluation, at least annually;
- Oversee that the Clinical Quality Improvement Program and Quality Improvement Work Plan are implemented effectively and result in meaningful improvements in care and service;
- Review Clinical Quality Improvement workgroup recommendations, actions taken and improvements made;
- Provide the resources necessary to accomplish the Clinical Quality Improvement Program; and
- Provide oral and written feedback, when indicated.

ii. *Quality Improvement Committee (QIC)*

The Quality Improvement Committee is a multi-disciplinary committee that is responsible to support, coordinate, and facilitate the Clinical Quality Improvement Program for Clover Health MAPD. The Quality Improvement Committee reviews, analyzes, recommends and approves all Clinical Quality Improvement activities. The Quality Improvement Committee monitors and supports the implementation of the Clinical Quality Improvement Program and Work Plan. The CMO serves as the chairperson of the Quality Improvement Committee and provides quarterly reports to the Board of Directors.

Committee Composition

- Chief Medical Officer (Chair)
- Director, Clinical Quality Improvement (Co-chair)
- Chief Operating Officer
- Chief Clinical Informatics Officer
- Chief Scientific Officer/CMO Clinical Programs
- Chief Compliance Officer or designee
- VP Pharmacy Operations or designee
- SVP, Plan Operations
- UM Medical Director
- Medical Director(s)/Clinical leadership
- Director, Stars
- Director, Service Operations
- Director Network Engagement/Provider relations or designee
- Lead, Medical Management
- Lead, Behavioral Health
- Credentialing manager or designee
- Managers, Clinical Quality

Accountability and responsibilities of the Quality Improvement Committee include, but are not limited to:

- Annual Document Review and Approval:
 - MAPD Quality Improvement Program Description
 - Quality Improvement Work Plan
 - Quality Improvement Program Annual Evaluation
 - Chronic Care Improvement Program

- Quality Improvement Committee Charter
- Clinical Quality Policy/Procedure approve and prioritize the Clinical Quality Improvement projects to undertake
- Integrate departments and functions relative to the goals and objectives of the Clinical Quality Improvement Program
- Oversee the quality of care and service delivered to enrollees, practitioners, and organizational providers through review and analysis of Clinical Quality Improvement activity reports
- Develop and monitor the implementation and effectiveness of the Clinical Quality Improvement Program through the Quality Dashboard that includes key care and service performance indicators including HEDIS and CAHPS
- Adopt new and revised clinical practice guidelines, medical necessity criteria, and medical and behavioral health policies as recommended by Quality Improvement Committee subcommittees
- Serve as the coordinating body that reviews and approves the actions and recommendations of subcommittees that report to it
- Review and monitor the status of planned Clinical Quality Improvement activities on the Quality Improvement Work Plan
- Review beneficiary/provider individual and aggregate data to identify areas for improvement.
- Report key performance indicators, action plans and program evaluations to the Board of Directors on a quarterly basis
- Monitor the effectiveness of interventions implemented to improve care and service
- Recommend policy decisions
- Receive input from practicing practitioners
- Approve, disapprove, and recommend corrective actions, up to and including revoking delegation status, of any health plan function under Clover Health's contract with CMS
- Monitor the continuous improvement of the delivery of quality health care and service and prioritize actions taken

Quorum

In addition to the chairperson (who holds the tie-breaking vote), at least 50% of committee members or their designees must be present at each meeting to constitute a quorum.

Frequency of meetings

The Quality Improvement Committee meets monthly or at least ten (10) times per year. Ad-hoc and electronic meetings may be scheduled as needed/required.

iii. Medical Management Committee (MMC)

The Medical Management Committee is a sub-committee of the Quality Improvement Committee and is responsible for the review, analysis, and recommendations for improvement in the areas of Utilization Management, Care Management, Coordination of Care, Chronic Care and Health Promotion. The MMC reports quarterly or more frequently to the Quality Improvement Committee. The Senior Medical Director or designee serves as the chairperson for the MMC.

Committee Composition

- Chief Medical Officer
- Senior Medical Director - Chair
- Medical Director II
- Director of Utilization Management
- Clinical Reviewer Senior Associate
- Director, Appeals and Grievances Medical Director(s)/Clinical program leadership
- Behavioral Health Lead
- UM Medical Director(s)
- Director, Clinical Quality Improvement
- VP Pharmacy Operations or designee
- VP Insurance Ops or designee
- VP Clinical Programs/Operations
- VP Contracting or designee
- Associate Chief Medical Officer
- Chief Clinical Informatics Officer

Accountability

- Annual document review and approval: UM Program Description, UM Program Evaluation, UM Workplan and MMC Committee charter

- Conducts annual review and updates of UM decision making criteria and the biennial review and update of clinical practice guidelines
- Evaluates the consistency of UM and Appeals decision-making by clinical reviewers through monthly inter-rater reliability audits and subsequent feedback/remediation
- Analyzes beneficiary and provider satisfaction with the UM process through analysis of survey data, complaints, denial and appeal trends
- Monitors under- and over- utilization of services by monitoring utilization by product line, place of service, and provider specialty compared to thresholds, health plan goals and national benchmarks and implements actions for improvement
- Reviews and analyzes data on healthcare outcomes and assesses utilization management practices for selected cases and diagnoses
- Develops, reviews, updates and approves Medical Management policies and procedures in accordance with regulatory requirements
- Establishes performance goals and benchmarks for utilization management, effectiveness of care measures, and Star measures
- Reviews and provides oversight for behavioral health related utilization reports and performance
- Monitors provider and organizational performance on HEDIS effectiveness of care and use of services measures, HOS measures, Star Measures and CAHPS clinical measures.
- Reviews outcomes, identifies barriers and develops interventions for program/service improvement relative to: preventive health, screening, health promotion, care management, readmission rates, discharge planning, and excessive use of ED among others.
- Closely monitors the progress of improvement plan and adjusts processes and activities as needed
- Reviews, evaluates, revises, approves and disseminates information regarding new technologies and treatment protocols, guidelines and clinical criteria to PCPs and specialists

Frequency of Meetings

The MMC meets monthly. A quorum, which consists of half plus one of the membership is required to meet. Meetings may be held in which a quorum is not present, but voting may not take place. Meeting minutes reflect decisions, and are signed and dated. The minutes are distributed to

committee members for review prior to approval at the next meeting. MMC documentation is considered confidential and is electronically stored in a private, secured folder.

iv. Credentialing Committee (CRC)

The Credentialing Committee is a sub-committee of the Quality Improvement Committee and is the principal peer review committee in accordance with the provisions of the HealthCare Quality Improvement Act of 1986, as amended. The Quality Improvement Committee delegates the authority for initial peer review, approval of provider and institutional credentialing/recredentialing, and approval of credentialing delegated entity processes. The Credentialing Committee evaluates and approves or denies the credentialing of new and recredentialing applicants through a peer review process. Peer review evaluation is performed by the Committee on files where items of negative information such as licensure sanctions and/or high malpractice claims volume and/or high malpractice claims payments and/or other negative information or issues are identified. Based on the review a decision is made to accept or not accept the applicant as a provider, or in the case of an existing provider, to recredential the provider for three years, or not.

Membership of the committee includes a minimum of seven participating network providers who represent a cross-section of specialities from Clover Health's provider panel and designated Clover Health personnel who serve in an advisory capacity to the committee and are not voting members of the committee. Clover Health's Credentialing Committee reports quarterly or more frequently to the Quality Improvement Committee. The CMO serves as the chairperson of the CRC.

Committee Composition

- Chief Medical Officer (Chairperson)
- Credentialing Manager or designee
- Director, Clinical Quality Improvement
- Six (6) Network physicians
- One (1) Hospital physician

Accountability

Annually review and approve written policies and procedures for credentialing that involve:

- committee responsibilities;
- designated responsibility of the CMO and approvals of the credentialing process;
- criteria established for the approval of new practitioners/providers and re-credentialing of existing practitioners/providers;
- processing and approval of files that meet Clover Health's criteria and those that do not;
- the imposition of corrective action up to restriction, suspension, or termination of a credentialed practitioner;
- an appellate process for instances where restriction, suspension or termination of a practitioner is imposed;
- assess individual applicants and re-applicants, validating qualifications and credentials in accordance with approved criteria, policies and procedures;
- approve and maintain accurate minutes of Credentialing Committee meetings;
- perform as the Peer Review Committee when potential quality of care or conduct issues are identified in connection with a practitioner or organizational provider;
- review submissions to NPDB and State regarding terminations and quality of care issues;
- review and monitor credentialing/re-credentialing process and files from delegates

Frequency of Meetings

The CRC meets monthly or more frequently as needed. Ad-hoc and virtual meetings may be scheduled as needed/required. A quorum, which consists of half plus one of the voting membership is required to meet. Meetings may be held in which a quorum is not present, but voting may not take place. Meeting minutes reflect decisions, and are signed and dated. The minutes are distributed to committee members for review prior to approval at the next meeting. Credentialing documentation is considered confidential and is electronically stored in a private, secured folder.

v. *Pharmacy and Therapeutics Committee (P&TC)*

Clover Health has formally delegated responsibility for the Pharmacy and Therapeutics Committee functions to the CVS/Caremark P&T committee. The CVS Caremark National P&T Committee helps ensure the integrity of CVS Caremark Part D Services formularies by impartially evaluating the clinical information regarding drugs presented for consideration for inclusion on the drug list. CVS Caremark Part D Services utilizes the services of an independent P&T Committee to approve safe and effective drug therapies.

The P&T Committee consists of external clinical experts (physicians and pharmacists) from a variety of medical specialties. A majority of the P&T Committee members are actively practicing pharmacists and physicians. At least two P&T Committee practicing pharmacists and three practicing physicians are experts in the care of elderly or disabled persons. Only P&T Committee members have voting rights for decisions regarding drug coverage on Medicare Part D Drug Lists. CVS Caremark Part D Services ensures that its P&T Committee meets or exceeds all federal and state regulatory requirements for conflict of interest, including CMS and all industry accreditation standards, including URAC and NCQA. Members of the CVS Caremark P&T committee may not be “excluded providers” for any government program.

Frequency of Meetings

The P&T Committee meets quarterly.

vi. Delegation Oversight Committee (DOC)

The Delegation Oversight Committee is a sub-committee of the Compliance Committee and is responsible for conducting oversight of all delegated and contracted activities to outside vendors/entities that impact MA beneficiaries. Oversight is conducted to monitor and ensure compliance with contractual, MAPD regulatory requirements and Clover Health policies and procedures.

The Senior Director of Regulatory Audits serves as the chairperson of the DOC.

Committee Composition

- VP of Clinical Programs/Operation
- Director, Clinical Quality Improvement
- Director Network Engagement/Provider Relations or designee
- Chief Compliance Officer or designee
- VP Pharmacy Operations or designee
- Credentialing Manager
- Delegates Representatives

Accountability

- Reviews and approves all delegation policies and procedures
- Analyzes results of pre-delegation and annual oversight audits and makes recommendations to the Compliance Committee regarding delegate's performance
- Provides ongoing oversight of all delegated entities through analysis of quarterly reports corresponding to delegated functions
- Implements corrective action plans if performance standards are not met and monitors effectiveness of corrective actions
- Conducts annual desktop audits
- Makes recommendations to the Compliance Committee regarding termination of delegated contracts

Frequency of Meetings

The DOC meets monthly. The minutes are distributed to committee members for review prior to approval at the next meeting. Delegation Oversight Committee documentation is considered confidential and is electronically stored in a private, secured folder.

b. Key Individuals with Clinical Quality Improvement Oversight

i. Board of Directors

- The Clover Health Insurance Company Board of Directors has full responsibility and authority for the quality of care and services provided to Clover Health beneficiaries. The Board of Directors meets on a quarterly basis or more frequently as needed to:
- Provide oversight of Clover Health's progress with achieving Clinical Quality Improvement objectives through the regular evaluation of Quality Improvement Committee and other management reports

- Make recommendations to executive leadership, CMO, and the Quality Improvement Committee regarding opportunities to improve care and service, or resolve problems, when indicated
- Provide oversight of the implementation and effectiveness of the Clover Health Compliance Program
- Review regular reports related to compliance activities, including fraud, waste, and abuse and take appropriate action to ensure compliance issues are resolved
- Review and approve the Quality Improvement Program Description, Annual Quality Improvement Work Plan and Annual Quality Improvement Evaluation
- Approve the annual budget and ensure adequate allocation of resources for the Clinical Quality Improvement Program

The Board of Directors is the final review and approval authority for all Clinical Quality Improvement and Compliance program related activities. The Board of Directors has delegated full responsibility for the day-to-day implementation and management of the Clover Health's Clinical Quality Improvement Program to the Chief Medical Officer and the Quality Improvement Committee.

ii. Chief Medical Officer (CMO)

The CMO is a board certified physician licensed in the state of practice with experience in Medicare managed care requirements, healthcare management, as well as, quality and care management. He/she reports to the CEO and has overall responsibility for leading medical and quality management activities for the organization and provides operational oversight for all clinical aspects of the Clinical Quality Improvement Program. All medical, clinical, and practitioner related activities are coordinated under this position. The CMO is responsible for ensuring the clinical accuracy of all coverage decisions made by Clover Health that involve medical necessity and for providing senior clinical leadership for all escalated issues of clinical concern. He/she provides senior clinical leadership over the following functions: quality management, coordination of care, pharmacy services, behavioral health services, implementation and evaluation of clinical practice guidelines, medical and utilization management, benefits and claims management, credentialing, quality of

care issues, processing coverage decisions in accordance with adjudication timeframes and notice requirements, provider/prescriber outreach, staff training, oversight of delegated entities, and provider performance reporting and education. The CMO also has oversight of the development, dissemination, implementation and evaluation of clinical practice guidelines, preventive health guidelines, and clinical studies and activities; communication of information and decisions to network practitioners and follow up on corrective action plans implemented for issues regarding quality of care, member safety or service. He/she ensures that quality activities are prioritized based on beneficiary needs and integrates the Utilization Management and Coordination of Care programs with the Clinical Quality Improvement Program. He/she chairs the Quality Improvement and Credentialing committees, and is a member of the Medical Management committee.

iii. Director, Clinical Quality Improvement

The Director of Clinical Quality Improvement (DCQI) is a Bachelor/Master/Doctoral level educated clinical professional with a current active and unrestricted clinical license who reports to the COO. The DCQI has professional experience in healthcare related to Public/Population Health, Health Administration or other related fields along with experience in quality improvement activities, measurement and analysis methods and quality requirements of regulatory authorities. Additionally, the DCQI has professional experience in CMS Star performance measures and partners with key internal and external stakeholders to develop strategy, key performance indicators, domain drivers, operational work plan, reporting efforts, calendar of initiatives, and root cause analysis around Stars. In addition, the DCQI has day-to-day authority and responsibility for directing the activities of the Clinical Quality Improvement Program; including completion and maintenance of the quality program core documents; Part C and D data collection and reporting; coordination with external auditors on HOS and CAHPS survey completion; Healthcare Effectiveness Data and Information Set (HEDIS) data collection and reporting; preparation for regulatory audits; ongoing data measurement for quality control and improvement; chronic care improvement projects and potential Quality of Care investigations. The DCQI collaborates with the Medical Management team, Credentialing, Medical Management, Compliance, Delegation

Oversight, and Stars Steering Committee within the committee structure to implement quality activities.

iv. Chief Operating Officer (COO)

The COO is an individual with a Bachelor's degree in healthcare or business administration, or preferably with an MBA, with 10+ years experience in a senior leadership role in a Federal government contractor environment. He/she reports to the CEO. He/she is responsible for developing and executing the Operations Plan, setting annual goals and building an organizational structure to support the quality program vision, identifying key performance indicators and demonstrating successful execution of business strategies. He/she is a member of the Quality Improvement and Delegation Oversight committees.

v. Chief Compliance Officer (CCO)

The Chief Compliance Officer (CCO) is a Bachelor/Master level educated professional who is well versed in state and federal regulations for health care. He/she reports to the CEO or their designee. His/her responsibilities are to ensure that all businesses at Clover Health are run in full compliance with federal and state requirements. He/she or their designee chairs the Compliance Committee and is a member of the Quality Improvement and Delegation Oversight committees. He/she will ensure that all organization staff and contracted services are compliant with yearly education on areas such as fraud, waste and abuse, Corporate Compliance, conflicts of interest, and antidiscrimination, etc.

vi. Chief Clinical Informatics Officer (CCIO)

CCIO is a board certified physician and informaticist responsible for the management and integrity of clinical data, its incorporation into Clover Health's technical platform, and it is used in Clover Health applications that support clinical programs and quality improvement activities. This includes traditional population management tools (which track member clinical outcomes) and a focus on how Clover Health's tools support evidence-based clinical care.

vii. Associate Chief Medical Officer: Clinical Programs

The Associate CMO of Clinical Programs is a board certified physician/geriatrician licensed in the state of practice with experience in Medicare managed care requirements, healthcare management, as well as, quality and care management. He/she reports to the CEO and has overall responsibility for leading medical and quality management activities for the Clinical Programs (e.g., In Home Care, Supportive Care, Clover Care Visits, etc.) organization. All clinical program related medical, clinical, and practitioner related activities are coordinated under this position.

viii. Medical Director(s)/Clinical Leadership of Clinical Programs

The Medical Directors/Clinical leadership are board certified physicians (or equivalent) with an active, unrestricted license in the state of practice who have experience in the field of work they are assigned to. He/she reports to the CMO or their designee and oversees the programs (e.g., Coordination of Care, Complex Care, etc.), strategy and evaluation of their assigned area. He/she is a member of the Quality Improvement and Medical Management committees.

ix. VP, Network Management and Operations

The VP of Network Management and Operations has experience in contracting and network development. He/she reports to the COO and is in charge of network and third party partnerships and growth including access and availability for Clover Members. He/she or their designee is a member of the Quality Improvement Committee and Delegation Oversight committee.

x. VP, Pharmacy Operations

The VP Pharmacy Operations is a licensed Pharmacist with experience in managed care and delegation. He/she reports to the CCO and is a member of the Medical Management, Quality Improvement and Delegation Oversight committees. His/her responsibilities include ensuring compliance with Part D requirements for prescription drug plans, facilitating the Medication Therapy Management program, facilitating the analysis of pharmacy utilization management and quality improvement initiatives. The VP of Pharmacy Operations provides primary oversight of the PBM, CVS/Caremark, and other delegates.

xi. Senior Medical Director, Utilization Management

The Senior Medical Director of Utilization Management is a physician licensed in the state of practice with experience in quality of care and utilization management. He/she reports to the CMO or their designee and oversees the functions related to medical management. He/she is a member of the Quality Improvement and Medical Management committees.

xii. Director, Stars

The Director, Stars partners with operational and clinical leadership in identifying opportunities to leverage technology and teams to improve health plan processes and operations to drive health outcomes and best in class member experience for our members. This role reports to the COO or their designee and oversees end to end Stars operations to achieve and maintain Clover's Stars goals. He/she is a member of the Quality Improvement committee.

xiii. Director of Internal Monitoring

The Director of Internal Monitoring partners with internal Business Leads to ensure a sampling of processor/vendor accuracy occurs monthly and that remediation activities occur for unsatisfactory results or trends. The Director also reviews ODAG Universes Tables monthly to mine opportunities and promote clean, audit-ready universe tables.

xiv. Director, Service Operations

The Director, Service Operations oversees and implements strategies to ensure high quality, timely and efficient claims, appeals/grievances and member service throughout the organization. This individual ensures full compliance with Medicare guidelines, provider contracts and member benefits. This individual also ensures collaboration across the organization and is a member of the Compliance and Delegation Oversight Committees.

xv. Manager, Clinical Quality Programs (HEDIS)

The Manager, Clinical Quality Programs (HEDIS) reports to the Director, Clinical Quality Improvement and is responsible for clinical strategy and intervention design to increase engagement and health outcomes of the organizations' beneficiaries and providers related to Stars. He/she oversees

strategy implementation and through data analysis works to improve HEDIS Stars Measures and oversees strategic reporting analysis, clinical abstractors and medical record chase efforts. He/she is a member of the Quality Improvement Committee and participates on various workgroups to drive continuous value improvement.

xvi. Credentialing Manager

The Credentialing Manager is a Bachelor level person or an individual with commensurate experience in the credentialing process. He/she reports to the Head of Network Management. He/she participates in the Credentialing Committee meetings. His/her responsibility is to oversee activities related to receiving the credentialing and recredentialing applications, conducting primary source verification and preparing the files for the Credentialing Committee. He/she is responsible for the monitoring and audit of credentialing delegates This person is a member of the Delegation Oversight Committee and Credentialing Committee.

xvii. Manager, Clinical Quality Programs

The Manager of Clinical Quality Programs reports to the Director of Clinical Quality Improvement and is responsible for supporting the effectiveness of the Clover Health Quality and Process Improvement Program as well as evaluation, design, and implementation of best practice business and quality improvement processes to improve Clinical Operations service and business efficiency. They analyze data related to workflow, processes, and reporting to evaluate and improve the efficiency and performance of business processes. The Manager supports the implementation of continuous process and value improvement including design and deployment for Clinical Quality Improvement initiatives to support the CMS Medicare Stars program and Quality Improvement Program (per *Medicare Managed Care Manual* Chapter 5 requirements).

xviii. External/Network Practitioners

An important component of Clover Health's Clinical Quality Improvement Program is the active participation of the provider network. The expertise and input of contracted providers is critical to improving the quality of care and service beneficiaries receive. Contracted practitioners and providers are made aware of the MAPD Quality Improvement Program and various

quality initiatives related to HEDIS, HOS, CAHPS, through the provider portal on the Clover Health website. Participation in the Clinical Quality Improvement Program is promoted through several mechanisms but not limited to provider participation on the Credentialing and other committees, as applicable. They also provide input to the annual review of clinical criteria through ad hoc meetings.

c. Quality Improvement Resources

Resources available to the Clinical Quality Improvement Program that contribute to the Clinical Quality Improvement function include various Clover Health departments. Because Clinical Quality Improvement is an organization-wide endeavor, additional Clover Health resources participate in organizational quality improvement (and additional identified, as needed). These include the following:

- Chief Executive Officer
- President and Chief Technology Officer
- Chief Operating Officer
- Chief Compliance Officer
- Chief Clinical Informatics Officer
- Chief Scientific Officer/CMO Clinical Programs
- Senior and Executive Vice Presidents
- Medical Directors
- Medical Management/Review staff
- Appeals/Grievances staff
- Coordination of Care staff
- Network Management staff
- Provider Relations staff
- Claims department staff
- Customer Service staff
- Pharmacy department staff
- Compliance staff
- Credentialing staff
- Information Systems staff
- Sales and Marketing staff
- Data Science staff
- Information Technology staff
- Clinical Quality Improvement staff

d. Data Sources

Clover Health Clinical Quality Improvement staff are provided with multiple resources for data collection, mandatory reporting and Clinical Quality Improvement initiatives. Clover Health's Information Technology (IT) system collects, integrates, stores, groups, and reports data from all components of its network necessary to implement the MAPD Quality Improvement Program and to assess its effectiveness. The IT system is central to Clover Health's efforts to manage patient care and to assess and improve healthcare quality and outcomes for its MAPD beneficiaries. Data sources include, but are not limited to:

- Claims/encounters
- Beneficiary health surveys (Health Risk Assessment, BH/SA screening)
- Beneficiary grievances/appeals
- Provider complaints/appeals
- Pre-authorization and concurrent review data
- Beneficiary experience data (CAHPS and other surveys)
- Provider experience data
- Telephone access data
- Data from medical record reviews generated from audits and HEDIS
- Access and availability data (GeoAccess)
- Electronic medical record information (CCDAs) and laboratory results

Data collection, management and analysis is carried out by Clover Health's staff such as nurses, business analysts, reporting analysts and clinical auditors with the appropriate background and qualifications required by the task such as data management, computer programming, data analysis, and clinical expertise.

Clover Health staff use cross functional/departmental meetings in order to involve relevant staff in root cause analysis and care areas requiring improvement. Clover Health's meeting technology allows staff to conduct and participate in web-based meetings throughout Clover Health's multiple regions, and travel funds are allocated when necessary to allow face-to-face contact. All staff are equipped with personal computers and phones with speaker and conference call capabilities. A broad and diversified Quality Improvement Committee structure encourages member input, provider participation, leadership involvement, and integration of information and decision making

across functional areas and departments. All employees have slide presentation software to facilitate information sharing and formal presentations.

Clinical Quality Improvement staff receive training throughout the year to increase knowledge and skills. HEDIS training and resource manuals are provided to Clinical Quality Improvement employees annually. Training on the use of analytic tools is provided to Clinical Quality Improvement analytics staff ad hoc to facilitate more sophisticated Clinical Quality Improvement analysis. Training on performance feedback and evaluation, interviewing, and other topics are provided by Human Resources to Clinical Quality Improvement managers to assist them in providing effective leadership.

7. Quality Improvement Methodology and Process

Clover Health follows the Plan, Do, Study, Act (PDSA) quality improvement model to ensure that continuous performance improvement activities are conducted in a systematic manner. The PDSA cycle is iterative, repeating itself on a continuous basis. This iterative process ensures that Clover Health identifies opportunities for improvement and selects improvement strategies effectively, and ensures success through a feedback loop and continual adjustment.

Clover Health completes the following steps using the PDSA model:

i. Plan

Develop a plan for improvement; document the anticipated outcome; identify the steps needed to execute the plan.

Clover Health designs improvement projects to correct problems and improve performance based on annual goals and objectives. Clover Health also initiates projects when internal surveillance and monitoring identify opportunities for improvement. The various areas of surveillance and monitoring are covered under the Clinical Quality Improvement Program scope and program activities are discussed later in this document. Clover Health's planning step includes the following activities:

- Analyze the sources of performance variation and identify root causes of undesirable performance.
- Select interventions to address the root causes and improve performance
- Establish goals/objectives and data indicators to monitor performance

- Develop a data collection plan

Analyze the sources of performance variation/root causes

Clover Health begins performance improvement planning by analyzing the root cause barrier issues related to low performance and isolating root causes of problems. Various tools may be used to accomplish this analysis, such as flowcharting, cause and effect diagraming, five-why analysis, etc. Causes are then prioritized to determine the sequence and timing for addressing them.

Select Interventions

Clover Health selects interventions that will address root causes of problems and improve performance. The organization strives to use system interventions to change performance rather than strictly focusing on isolated individual deficiencies. For example, Clover Health establishes or updates clinical practice guidelines to be followed by providers based on recommendations from expert credible sources and evidence based medicine. This ensures that the entire healthcare system changes to achieve the desired outcome and that success is not dependent on any one individual for compliance. When serious deficiencies in employee or provider performance are identified, they are referred to the appropriate entity for follow up, e.g. Customer Service Director, Medical Director, Quality Improvement Committee, etc.

When prioritizing opportunities, the Quality Improvement Committee considers the potential to impact beneficiary health or beneficiary or provider satisfaction, the prevalence of the condition or volume of service, and if significant improvement can be expected. The Quality Improvement Committee prioritizes opportunities using the following methodology:

- Prioritizing Methodology for HEDIS Effectiveness of Care and Star Measures
- Those Medicare HEDIS measures that demonstrate a decrease from previous years' results, or that fall below the national mean or the CMS 4.5 Star Threshold, if the measure is used for the CMS Star Rating System, are identified as potential priorities.
- Prioritizing Methodology for CAHPS/HOS MEASURES/INDICATORS
- Those Medicare CAHPS measures that fall below the national mean or the CMS 4.5- Star Threshold, if the measure is used for the CMS Star Rating System are identified as potential priorities.
- Prioritizing Methodology for Key Clinical and Service Indicators

- Those key clinical and service measures that do not meet goals and impact beneficiary or provider satisfaction are identified as potential priorities.

Based on the availability of resources, organizational priorities, and regulatory requirements, the Quality Improvement Committee makes the final determination of which measures are selected as priorities for Clinical Quality Improvement initiatives. The Quality Improvement Committee may direct that task forces be formed to ensure quality initiatives are appropriately supported by key stakeholders, administrative staff and/or clinicians who are knowledgeable of the issues. The task forces are charged with identifying barriers to reaching goals, developing actions, and assisting in the implementation of those actions.

Establish Project objectives and performance indicators

Clover Health establishes specific performance indicators to monitor whether projects are successful and goals are achieved over time. To ensure that indicators are useful measures of improvement/success Clover Health selects measures that are supported by current clinical knowledge/research, are capable of objectively measuring performance outcomes (e.g. health and functional status, clinical care, customer satisfaction, etc.) are defined in clear and unambiguous terms and include numerator/denominator specifications. Clinical and service indicators are carefully selected to reflect industry recognized measures such as HEDIS and other measures that reflect important aspects of care and service. A population-based assessment is utilized whenever feasible to promote improved health outcomes for the MA population.

Once priorities have been established, barrier analysis is conducted to determine the root cause or causes that are preventing Clover Health from achieving its goals. The purpose of the barrier analysis process is to identify the primary underlying problems (root causes) to ensure appropriate interventions are designed to eliminate or reduce those problems. Data mining and analytical tools are to be utilized in order to identify factors/individuals/ departments/policies and other barriers affecting the outcomes.

Root cause analysis is performed by a team of subject matter experts. Various work groups will be instituted such as: HEDIS/HOS, Member Experience, and Medical Management Work Groups to facilitate the root cause analysis. The

CMO, Medical Director and the UM Medical Director are involved in those work groups as appropriate.

Improvement actions are designed taking into consideration the unique aspects of the membership (such as culture, age, education, etc.). Strategies for overcoming the barriers are proposed and a work plan for implementing the strategies, including specific action items and timelines is established.

Develop a data collection plan

Clover Health develops a data collection plan for each project to ensure that data collection occurs on a timely basis and is accurate, valid and reliable. The data collection plan includes:

- Data source.
- Quantitative outcome performance indicator specifications to be collected (numerator and denominator) Note: Clover Health may also establish anecdotal ad hoc measures that will be used to monitor short term performance.
- Frequency and time periods for data collection.
- Data validation methods to ensure data is complete, accurate, valid and reliable.

ii. Do

Execute the plan on a small scale to test the plan.

After Clover Health has completed the planning step, the organization implements interventions to improve areas of clinical care, service, and operations that demonstrate undesirable performance variation. Clover Health may choose to test interventions on a small scale first, such as through a pilot test, or proceed with full implementation.

Once improvement actions have been designed to specifically address identified barriers, and the action plan has been approved by the Quality Improvement Committee, the Director, Clinical Quality Improvement facilitates implementation of the action plan with the responsible parties. The Quality Improvement Committee ensures that appropriate staff are informed of Clinical Quality Improvement initiatives that impact their areas of responsibility and that providers are educated about initiatives that impact their practice or services.

The Quality Improvement Committee also ensures that initiatives are supported with appropriate materials and staff.

iii. Study

Evaluate feedback to determine if the outcome was achieved

Immediately after Clover Health has implemented new interventions, the Quality Improvement Committee oversees the re-measurement of indicators to assess the effectiveness of the actions. These indicators include the original measures used to identify the need for improvement as well as any other important indicators that have been identified during the barrier analysis, action development, and implementation phases. Quantitative data/feedback and process measures are used to evaluate the initial impact on performance and make any necessary refinement to interventions. Quantitative results are analyzed and trended against previous performance established performance goals, standards or benchmarks (where benchmark data exists) in order to evaluate change over time and may be illustrated using charts, graphs or tables. Whenever possible, qualitative (root cause) analysis is conducted to identify the deficiencies or processes that may present barriers to improvement or cause failure to reach a stated performance goal or standard. Root cause analysis helps drive the design of targeted interventions to eliminate or reduce those problems. Root cause analysis is performed by a team of subject matter experts who have knowledge and experience of the process.

Monitoring frequency is established by indicator and is generally determined based on the urgent or routine need for data, as well as the need for continuous data for analysis and follow-up actions, such as with HEDIS and Star measures.

Over time, Clover Health uses outcome performance indicators to evaluate the effectiveness of interventions and ensure that pre-established goals and objectives are met. The organization uses reports of key quantitative performance measures (established during the Clinical Quality Improvement planning stage) to gauge progress. Based on an analysis of the re-measurement results, the Quality Improvement Committee may determine the topic is no longer a priority because goals have been achieved, regulatory requirements have changed, or organizational priorities have changed. The Quality

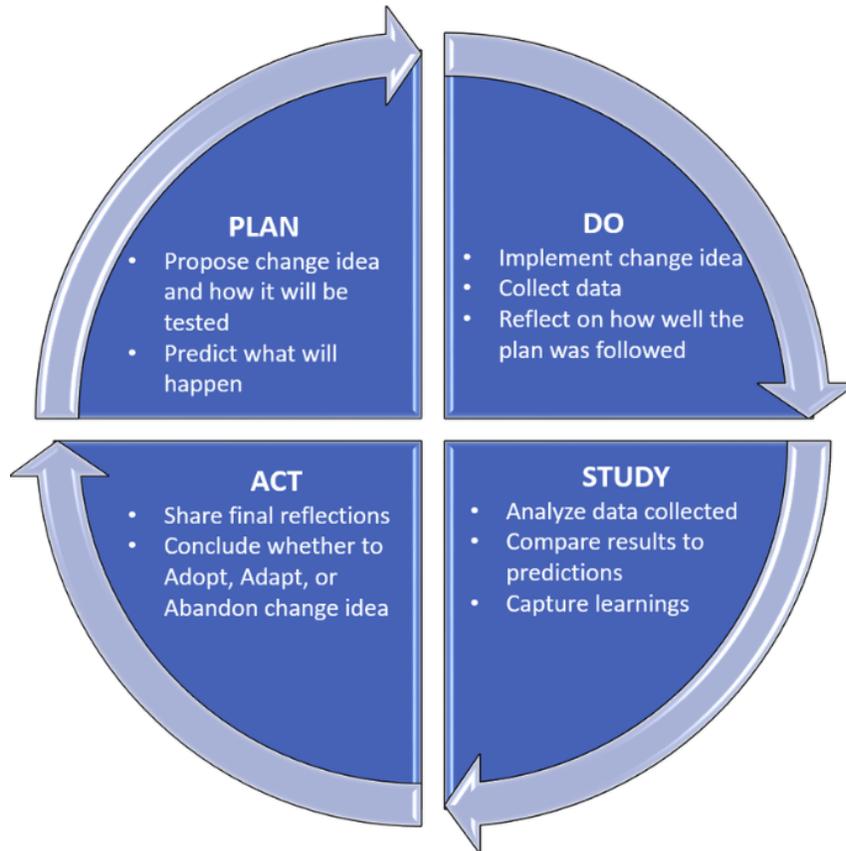
Improvement Committee may also determine the topic continues to be a priority and directs continued action.

iv. Act

Take action based on the study. Make the plan permanent or start the cycle again to make needed adjustments

Clover Health studies improvement project results over time to determine if interventions have been effective and goals/objectives met. If improvement has not occurred, Clover Health evaluates whether adjustments to existing initiatives should be made or new improvement projects should be initiated. If a pilot test has been determined to be successful, Clover Health will take steps needed to support full-scale implementation, e.g., system training, policy and procedure development, etc.

The PDSA process is an iterative process in that when Clover Health identifies that current processes need refinement or new opportunities for performance improvement exist, the PDSA process again enters the planning stage.



8. Quality Improvement Work Plan

As part of the Clover Health Clinical Quality Improvement Program, the organization develops an annual Quality Improvement Work Plan for each calendar year. The work plan functions as a guide to Clover Health Medicare Advantage clinical and non clinical quality improvement activities for the upcoming year and details each planned quality improvement activity with a brief description, timeframe for completion, the area or individual responsible for the activity, applicable regulatory requirements, status, and numerical objectives. Clover Health updates the work plan throughout the year to track progress of activities and to address any additional needs identified in the course of the year. The work plan is reviewed and approved by the Quality Improvement Committee and the Board of Directors annually.

9. Quality Improvement Evaluation

Clover Health conducts an annual Quality Improvement Program Evaluation which includes information about the following:

- Review of progress and status of annual goals.
- Evaluation of the effectiveness of each Clinical Quality Improvement activity.
- Evaluation of the effectiveness of the CCIP.
- Evaluation of the progress achieved on Star measures.
- Review of trends on clinical and service quality indicators.
- Evaluation of the improvements occurring as a result of Clinical Quality Improvement efforts.
- Identification of areas of deficiencies and recommendation for new interventions
- Evaluation of the overall effectiveness of the Clinical Quality Improvement Program including QI Committee
- Evaluation of adequacy of staff resources.
- Practitioner participation and leadership in the QI program
- Evaluation of the program structure and processes

Based on the annual program evaluation, the prior year's Clinical Quality Improvement Program and Work Plan are revised, and a new Clinical Quality Improvement Program and Work Plan for the coming year are developed to guide and focus the work for the next year.

This information is also shared internally with Clover Health's staff through staff meetings and internal communications.

All documents related to the Clinical Quality Improvement Program, Work Plan and Program Evaluation, policies and procedures, reports, studies, minutes and all related documentation are stored and made available to CMS upon request.

10. Process and Outcome Measures

The following are examples of process and outcome measures that are collected and reported on varying frequencies, from monthly to annually depending on the business needs, the nature of the indicator as per what it measures and the availability of data. These measures are collected, analyzed and reported by a team of professionals with knowledge in data management and analysis and with clinical expertise.

Results are presented at various committees (Medical Management, Quality Improvement) and shared with beneficiaries and providers as appropriate via mechanisms such as the member and provider communications or the Clover Health website.

a. Stars

The Centers for Medicare and Medicaid Services (CMS) posts quality ratings of Medicare Advantage plans, including Clover, to provide Medicare members with additional information about the various Medicare Advantage plans offered in their area. The Medicare star rating system is used by CMS to rate plan performance and quality Medicare Advantage plans on a one to five-star scale (five representing the highest and best score). The quality scores for Medicare Advantage plans are based on performance measures that are derived from four major sources of data including, Healthcare Effective Data and Information Set (HEDIS), Consumer Assessment of Healthcare Providers and Systems (CAHPS), Health Outcomes Survey (HOS), CMS administrative data, including information about member experience, appeals operations, audit results, and customer service.

b. Consumer Assessment of Healthcare Providers and Systems (CAHPS)

CAHPS® (Consumer Assessment of Healthcare Providers and Systems) is a member experience and satisfaction survey as well as a major component of STARS. Clover Health contracts with a Medicare Advantage and Prescription Drug Plan (MA & PDP) CAHPS Survey approved survey vendor, SPH

Analytics. The Medicare CAHPS survey is a measurement tool that asks MAPD members to report on and evaluate their experiences with health care in areas of customer service, access to care, interactions with providers and pharmacy services. Results are submitted by the vendor to CMS.

CAHPS® composite measures are compared to national/State benchmarks by a Member Satisfaction Team led by the Director of Clinical Quality Improvement And with representatives from Stars team, and across Clover Health including Medical Management, Pharmacy, Provider Services and Customer Services, etc. Further analysis and comparisons are carried out at the individual question level to identify poor performance areas and conduct root cause analysis. Results and action plans are presented at the Quality Improvement Committee for feedback and approval.

c. Health Outcomes Survey (HOS)

The HOS is a health functional status survey administered annually to a random sample of 1,200 (or maximum available) Medicare beneficiaries by an NCQA certified survey vendor. The survey is designed to assess a health plan's ability to maintain or improve the physical and mental health of its Medicare beneficiaries over time. The survey is administered to a different baseline cohort each year and then two years later, the same cohort is surveyed again, allowing for the assessment of "outcomes". It includes the Veterans RAND 12-item Health Survey, supplemented with additional case-mix adjustment variables and three HEDIS® Effectiveness of Care measures.

HOS improvement consists of cross functional stakeholders and subject matter experts to drive a multi-faceted strategic plan of action. Analysis of baseline and cohort follow-up results and performance trends is performed to include a comparison of Clover Health's performance with local, state and national results including social determinants of health. These workgroups identify opportunities for improvement and develop a comprehensive improvement plan. A summary of results and analyses are presented annually to the Quality Improvement Committee for approval and additional engaging feedback on current activities, strategy and results.

d. Healthcare Effectiveness Data and Information Set (HEDIS)

The Healthcare Effectiveness Data and Information Set (HEDIS) is a tool used by many health plans to measure performance on important aspects of care and service. Some HEDIS measures are used to calculate a health plan's Medicare Star rating which is reported to consumers. This empowers consumers to reliably compare and make informed choices about the managed health care plan they would like to join.

Annually, Clover Health participates in HEDIS reporting for its MAPD population. The performance measures in HEDIS are related to many significant public health issues such as cancer, heart disease, smoking, asthma and diabetes and it includes measures such as "Effectiveness of Care", "Access to/Availability of Care" and "Utilization and Relative Resource Use". HEDIS is sponsored, supported and maintained by the National Committee for Quality Assurance (NCQA). Clover Health uses these measures as one way to evaluate the effectiveness of the health plan performance as well as any interventions put into place to improve performance.

Clover Health's staff collects, consolidates and reports HEDIS hybrid and administrative rates. Administrative and hybrid data is reported and collected through Change Health, a certified HEDIS measure software vendor. Clover Health contracts with Change Health to collect medical records and conduct data abstraction for the hybrid measures. Throughout the chart chase, medical records are overread by a Clover Health HEDIS team RN to ensure vendor abstraction quality and to initiate new medical record chases when appropriate. Administrative and chart review data is consolidated and final determinations are made as per the member being compliant, non-compliant or excluded from the denominator. To ensure HEDIS measures are accurately reported, data files and documentation are reviewed by an NCQA certified auditor vendor Healthy People. HEDIS rates are calculated and reported via the IDSS (Interactive Data Survey System) to NCQA and CMS via the Patient Level Detail file. Clover transparently shares HEDIS performance results to beneficiaries, providers, and the public through the Clover website.

HEDIS results are compared to available regional, national and/or state benchmarks and prior year's results through statistical testing. A HEDIS Team is led by the Director of Clinical Quality Improvement, Manager, Stars

Quality Analytics and includes representatives from Quality and various stakeholders such as Medical Management and Care Coordination. Based on HEDIS results and statistical comparison against benchmarks and prior years' results, the HEDIS Team identifies areas for improvement. Once barriers are selected, the HEDIS Team prioritizes them, identifies root causes and barriers whether related to data collection, provider or beneficiary behavior, and devises activities for improvement. Results and action plan are presented at the Stars Steering, Medical Management, and Quality Improvement Committees for additional input and approval of plan of action, semi-annually.

11. Quality Improvement Program Components/Activities

The following are brief descriptions of the various components of the Clinical Quality Improvement Program. Routine reporting of compliance operational metrics will be reported up to the QIC via the Compliance Committee Meeting minutes for review/consideration/identifications of QI opportunities and acceptance.

a. Health Information Systems

Clover Health integrates information from multiple data sources in order to maintain internal health information systems. Clover Health's health information includes the following data:

- Medical and behavioral health claims payment data;
- Enrollment/eligibility data;
- Prescription encounter data;
- Health risk assessment data;
- Chronic care improvement program data;
- Care coordination data;
- Admission/Discharge/Transfer (ADT) data
- Electronic Health Record (Continuity of Care Document) data;
- Annual clinical assessment data;
- Medical management data;
- Complaints/appeals/grievances data;
- Credentialing data;
- Lab encounter and results data;
- Provider data;
- Customer service data;

- Member satisfaction/experience surveys

Data is used in identification of opportunities for improvement, planning and implementation of Clinical Quality Improvement activities, and analysis of Clinical Quality Improvement activities. Clinical Quality Improvement Program data and documentation is maintained throughout the year and is available to CMS upon request for audit and quality program oversight purposes.

In compliance with CMS requirements, Clover Health participates in an independent annual data validation audit. The audit is conducted by a data validation contractor who is certified on the CMS required elements. Additionally, Clover Health contracts with an NCQA certified auditor for data validation annually for the HEDIS project as required to ensure that data reported is valid and reliable. Data quality issues that are identified through Clinical Quality Improvement activities and oversight are addressed in order to improve data quality on an ongoing basis.

Clover Health follows established procedures for collecting and reporting data related to HEDIS, part C and D reporting, and CAHPS and HOS surveys to ensure accuracy, validity and reliability. These are covered earlier in this document under these topic areas.

b. Claims Payment Processes

Clover Health's Clinical Quality Improvement Program monitors claims payment processes, including turnaround time and volume of claims processed and claims adjusted through ongoing report monitoring to the Quality Improvement Committee. The Clover claims team, in conjunction with the Clover Appeals team, monitors and trends rework requests such as payment disputes, clinical disputes and appeals to identify potential issues to correct to reduce claim payment errors, increase first pass rates and increase auto-adjudication. Clover Health also reviews the Office of Inspector General (OIG) disbarment reports in order to monitor provider eligibility for payment.

c. Clinical Practice Guidelines

Evidence-based clinical practice guidelines related to preventive health and chronic conditions are developed based on national guidelines and benchmarks. These are adopted and reviewed annually by the Medical

Management Committee. All guidelines reflect the most current view of the relevant medical community as reflected in the scientific evidence; professional standards and expert opinion from recognized sources. They include the following:

- Diabetes care
- Cardiac care
- Heart failure
- Cholesterol management
- Hypertension management
- Mental Health screening
- Opioids for Chronic Pain
- American Psychiatric Association Guidelines
- Substance abuse screening and counseling
- Tobacco cessation
- Adult obesity
- Asthma
- COPD
- HIV/AIDS
- Prevention for adults
- Osteoporosis
- Lower back pain
- Colorectal cancer screening
- MCG Criteria
- Atrial Fibrillation
- Chronic Renal Failure
- COVID-19
- Cardiovascular Disease Prevention
- American Academy of Family Practitioners Clinical Preventive Service
- US Preventative Task Force Screening Recommendations
- American Geriatrics Society Beers Criteria for Potentially Inappropriate Medication Use in Older Adults

Clinical practice guidelines are available to providers in the Provider Manual and they are posted in the provider portal at www.cloverhealth.com. Information on updated guidelines is made available to providers on the Clover Health portal.

The annual updates to Clinical Practice Guidelines reflect HEDIS assessments of Clover Health members.

d. Utilization Management

The UM Program is designed to ensure that medically appropriate services are provided to all beneficiaries through a comprehensive framework that promotes the provision of high quality, cost effective, medically appropriate healthcare services in compliance with the beneficiary benefit coverage and in accordance with applicable regulatory requirements. The UM program has reporting metrics to monitor and improve upon the quality and appropriateness of utilization of medical services provided by participating physicians, hospitals, and other ancillary providers. These UM quality metrics, reported through the Medical Management Committee and summarization up to QIC, may include but are not limited to:

- UM decision making and notification timeliness
- Inpatient admits/1000
- Psych bed days
- LTACH, IRF, SNF Bed days
- Readmission rates
- Over and under-utilization monitoring
- Inter-Reviewer Reliability (IRR) Testing
- Member and provider UM experience data
- Emergency department visit rate

e. Credentialing & Recredentialing

A significant part of Clover Health's Clinical Quality Improvement Program is the appropriate and regular credentialing of providers (physicians, health care professionals, facilities and ancillary facilities) in compliance with N.J.A.C. 11:24C-1 et seq and 42 CFR§422.204. The Credentialing Committee oversees credentialing, recredentialing, and monitoring between cycles, and ensures that appropriate action is taken when problems are identified.

The Credentialing Committee establishes and approves policies and procedures that delineate standards for identifying competent and qualified physicians and other providers in accordance with regulatory requirements and accreditation standards. The Committee uses the standards to determine eligibility for participation in Clover Health's network. The goal is to

develop a network of participating providers that demonstrates Clover Health's commitment to continuously improve the quality of health care delivered to its beneficiaries.

All providers participating with the health plan must submit their qualifications through their CAQH profile or an online application for verification, review and approval by the Credentialing Committee. In the CAQH profile or application providers must attest to the correctness and completeness of the information they provide. Qualifications for physicians and other healthcare professionals include, but may not be limited to, current licensure, valid DEA or CDS, education and training, work history, board certification, hospital/facility privileges, malpractice history, and history of any sanctions and suspensions. Clover Health or its delegated entity conducts primary source verification of license, education and training and/or board certification through the use of industry-recognized verification sources. Providers, through their submission, attest to the existence of any physical and/or mental health problems, history of chemical dependency, loss of license and/or hospital privileges.

Re-credentialing is performed on every network provider every three years. To ensure the quality and safety of care between credentialing cycles, the program performs continuous monitoring through the National Practitioner Data Bank looking for sanctions and/or limitations on licensure, opt-in/opt-out of Medicare, as well as any Medicare or Medicaid sanctions. In addition, Clover Health monitors provider performance related to potential quality of care issues, including beneficiary complaints, results of quality reviews, performance indicators, utilization management and re-verification of hospital privileges.

Clover Health makes every effort to ensure practitioners are treated fairly and have established a comprehensive appeals process for practitioners for whom their privileges or network participation is reduced, suspended or terminated. These actions may or may not be taken as a result of quality deficiencies. In addition, Clover Health will:

- Provide a written explanation to the practitioner of the reasons for termination and his/her right to a hearing

- Not terminate a practitioner for advocating on behalf of a beneficiary, for filing a complaint, for appealing a decision or for requesting a hearing
- Notify licensing and/or disciplinary bodies when a practitioner is suspended or terminated for quality deficiencies
- Ensure that all processes are administered in compliance with federal requirements

Clover Health has written policies and procedures for the assessment of medical and behavioral health organizational providers prior to initial contracting and at least every three years thereafter. The credentialing process includes submission of a completed application document and assessment of accreditation status. In lieu of a site visit, Clover Health requires current accreditation or CMS Site Survey indicating a successful/passed inspection within the past three years.

f. Network Adequacy

Clover Health monitors the quality of its provider network as per CMS network adequacy requirements. This includes assessing whether there is a sufficient number of providers, across various specialties. Clover Health utilizes Quest Analytics to monitor any adverse accessibility impacts to changes in the provider network. If necessary, Clover Health then initiates corrective actions which may include contracting with additional providers and/or facilities. Clover Health manages benefits with parity in most plans for network versus non-network, as is primarily a PPO plan.

To assess the cultural/ethnic and linguistic adequacy, Clover Health actively monitors grievances and member requests. While this is not a CMS-mandated network adequacy requirement, if deficiencies are reported, additional contracting may subsequently occur to bolster the network.

To address volume needs, Clover Health may contract with additional provider(s), when available, in primary care, any needed specialties, or arrange for necessary ancillary services to be provided by out-of-service area providers.

g. Access and Availability

Clover Health has established access and availability performance standards for its network and other aspects of operations to ensure that all services for beneficiaries are available and accessible according to 42 CFR § 422.112.

Clover Health's network access and availability requirements, and monitoring of these requirements, include but are not limited to:

Availability: Clover Health has established geographic availability standards for primary care, specialty care, behavioral health practitioners and organizational providers, such as hospitals, to ensure its network is sufficient to support beneficiary needs. Clover Health monitors geographic availability on a continuous basis, with a comprehensive annual analysis, to identify potential network deficiencies that may require recruitment efforts.

Accessibility: Member complaint data, as well as CAHPS survey questions, and other access data are analyzed to evaluate opportunities to improve network access and availability. In addition, Clover Health tracks and acts upon any complaints related to office access for members with disabilities.

h. Cultural Competency/Health Literacy/Racial Disparities

Clover Health is committed to establishing multicultural principles and practices throughout its organizational systems of services and programs to ensure all members receive equitable and effective treatment regardless of their ethnic, cultural, religious beliefs, language or other health inequities. Key priorities of Clover Health include:

- Offer and provide language assistance services, including bilingual staff and interpreter services, at no cost, to each patient/member with limited English proficiency, at all points of contact, in a timely manner during all hours of operation.
- Provide patients/members in their preferred language both verbal offers and written notices informing them of their rights to receive language assistance services.
- Assure the competence of language assistance provided to limited English proficient patients/consumers by interpreters and bilingual staff; family and friends should not be used to provide interpretation services (except on request by the patient/consumer).
- Make available plain language, easily understood patient-related materials and post signage in the languages of the commonly encountered groups and/or groups represented in the service area.

Beneficiaries who speak a language other than English have access to a language line and/or TTY whenever they need to interact with Clover Health or its affiliated partners. All members who are enrolled in Clinical Care programs have access to translation services and materials available in Spanish, which is the predominant non-English language among Clover Health's members. Additionally, Clover Health provides materials in the language where there is a 5% population that speaks that language in a service area, per CMS regulations. All other materials are translated and provided upon request, including large print and braille.

i. Community Engagement

Clover Health works with mental health, substance abuse, and social service community organizations in order to coordinate support services for Clover Health members. The mental health and substance use disorder organizations include Intensive Case Management Service agencies, Programs of Assertive Community Treatment agencies, residential facilities, outpatient treatment facilities, and community mental health agencies. Engagement with social service organizations such as the Department of Social Services, Senior Centers, Adult Day Care Centers, County Offices on Aging, County Transportation Providers, Department of Housing and Urban Development, Prescription Assistance Programs, Utility Assistance Programs, Meals On Wheels, Local Food Banks, Respite Care Providers, Skilled Nursing Facilities, Nursing Homes, Home Health and Hospice Care Agencies, DME providers is an important aspect of this program

Once members have been connected with resources, the Wellness Manager or designee follows up with the member to determine status of applications and to ensure the member receives the needed services or assistance.

j. Beneficiary Rights and Responsibilities

All beneficiaries are granted certain rights and responsibilities which must comply with federal and state laws. Among their rights are the following:

- Be treated with respect and fairness
- Be provided with information
- Participate in decision making regarding their health
- Voice a grievance ,complaint, or adverse determination
- Formulate advance directives

- Have access to medical records
- Refuse treatment and be informed of the consequences
- Medical information is treated in a confidential manner

Responsibilities :

- Provide information needed to get care
- Report changes of their condition
- Follow the treatments suggested by providers
- Keep appointments
- Follow health care rules and laws that impact patient care and conduct

The list of rights and responsibilities is provided to beneficiaries at the time of enrollment and annually thereafter. The enrollment team is responsible for the on-going monitoring of timely delivery of new member welcome kits as well as returning member kits in accordance with CMS guidance. When adverse determinations regarding benefits are made, Clover Health communicates the member rights in appealing the determination. Training on member's rights is provided to customer service and other staff who deal with members as part of their position. The same list of rights and responsibilities is distributed to new practitioners at the time of contracting.

k. Confidentiality

Clover Health is committed to ensuring the privacy and confidentiality of individually identifiable protected health information of our beneficiaries. Confidentiality is the responsibility of every Clover Health employee. All external, non-employee members and guests of any Clover Health quality committee or work group are required to sign a confidentiality agreement annually regarding the confidentiality of member, provider and Clover Health information discussed and reported at any committee.

All employees receive HIPAA training during orientation and annually, along with General Compliance and Fraud, Waste and Abuse training, per CMS requirements. Employees must score 80 or above to pass. Employees who score under 85 are required to retake the training and test until they pass. The Privacy and Security teams work together to ensure that risk assessments are done on new vendors and that the appropriate agreements (Business Associate) are in place before information is shared.

Clover Health Quality Improvement and Credentialing committee minutes are confidential and privileged. Minutes are maintained in confidential, secure files within the respective business Quality Improvement teams. In addition, documents containing member data are treated in a confidential manner.

I. Beneficiary Safety

Clover Health is committed to beneficiary safety; it is of utmost importance to Clover. Promoting beneficiary safety encompasses monitoring and trending activities that includes:

- Maintaining a safety conscious provider network through diligent credentialing;
- Monitoring quality of network practitioners through the investigation and resolution of beneficiary quality of care complaints and adverse events;
- Monitoring of drug interactions and contraindications through the DUR program;
- Monitoring of appropriate prescribing and drug utilization;
- Conducting peer review of suspected instances of substandard quality health care delivery;
- Monitoring appropriate discharge planning;
- Monitoring over and under-utilization.

Individual cases or a significant trend of issues that may represent urgent or emergent situations are acted upon immediately to ensure beneficiary safety. Quality of care and other relevant issues are submitted to the Credentialing Committee as part of the ongoing monitoring of network quality and safety.

m. Preventive Health and Wellness

The goal of Clover Health's preventive health and wellness activities is to improve the quality of health by encouraging MAPD beneficiaries to pursue healthy lifestyles by obtaining needed immunizations and screenings and empowering them to actively participate in the management of their physical and mental health and chronic conditions.

Effectiveness of the Preventive Health and Wellness program is monitored through HEDIS and other measures that include but are not limited to:

- Breast cancer screening

- Colorectal cancer screening
- Influenza vaccination
- Diabetes dilated retinal exam, kidney monitoring, and blood sugar control

Measure results are analyzed for opportunities to improve the overall health of beneficiaries. Results are then shared with providers through a proprietary tool, Clover Assistant. Through this tool individualized considerations for each member based on HEDIS care gaps and clinical evidence-based practice guidelines are addressed.

n. Coordination of Care/Care Management

The Clover Health Coordination of Care program is designed to help members manage their chronic conditions, reduce their chances to be admitted to the hospital, provide continuity of care and improve their health outcomes and quality of life. Coordination of Care occurs through a variety of programs which may include:

i. Telephonic Care Coordination

Telephonic care coordination is provided to beneficiaries who need help in coordinating their care whether it be due to their multiple comorbidities, complex social needs, difficulties accessing care, or other concerns. Beneficiaries are identified through self-referral or are referred by a physician or another department at Clover Health. Team Leads monitor metrics such as member engagement, completion of case tasks, and the member's progress against identified care plan goals in order to ensure that members are receiving needed interventions aimed at improving overall health and member self-management skills.

ii. Health Risk Assessment

Clover Health will collect from newly enrolled beneficiaries, within 90 days of enrollment, a Health Risk Assessment (HRA). For existing beneficiaries, a Health Risk Assessment will be administered annually. The Health Risk Assessment will be self-administered (via online form or paper form mailed to all members), or answered telephonically (with someone recording the answers). The Health Risk Assessment information is used to identify barriers to care and care coordination needs, including major beneficiary health and functional challenges. Reports on initial and annual HRA completion rates and subsequent

number of beneficiaries identified for coordination of care needs will be reported to the Quality Improvement Committee to support appropriate triage/referral to existing clinical and care coordination programs.

iii. Clover Assistant

Clover Health has developed a point of care tool that is offered to network primary care physicians to better identify member needs and allow Clover Health to support PCPs in providing high-quality evidence-based care. This tool allows Clover Health to communicate bidirectionally with providers to confirm beneficiary conditions, care plans, remind providers of individual member preventive health and wellness needs, and prompt action where members may not be receiving evidence-based clinical management. Metrics such as successful tool usage will be reported to the Medical Management Committee and can allow opportunities to improve provider engagement and patient outcomes.

o. In-Home Care

Clover Health offers its most complex members in New Jersey with frequent hospitalization for ambulatory care sensitive conditions, frailty, and advanced illness access to In-Home Primary care services at no additional charge. Many of these members are homebound. These services include in-home access to physicians, nurse practitioners, nurses, social workers, and medical assistants. Visits are up to 60 minutes in length and include both urgent visits and care transitions visits. Network providers can refer members to the In-Home Care program, as can Clover Health clinical staff. Members are also identified for In-Home Care using algorithms designed to identify members meeting program clinical criteria.

The In-Home Care Program ended 2020 with a census of 1,857 actively enrolled members. The In-Home Care monitors ED and hospital visits. Members are provided access to a medical provider 24/7. Clinical quality metrics are monitored at practice and individual provider levels. The Program works with a certified infection control consultant to monitor infection control practices.

p. Clover Care Visits

The Clover Care Visit is a benefit offered by Clover to its members. It is a chance for the member to review all of their care across providers with our clinicians (NPs, MA) and develop a plan to support their wellness throughout the year. A CCV may last between 45-60 minutes and is completed by a nurse practitioner, accompanied by a bilingual certified medical assistant. The visit includes a comprehensive history and physical exam, intervention on care gaps, education and counseling, care coordination with PCP and other health care providers, and empowerment for members to be active participants in their care resulting in better health outcomes.

Visit metrics including schedule utilization and visit completion is monitored by the Workforce Manager and presented at the weekly Home Visit Metrics meeting. NP Managers also perform documentation quality assurance reviews to check that all key areas such as medication adherence and HEDIS care gap closure is being addressed.

q. Readmission Prevention Program

The Readmission Prevention Program is a benefit offered by Clover to members after an acute care hospitalization. The program aims to schedule a visit with a nurse practitioner and medical assistant within a week of discharge. These RPP visits include all components of a Clover Care Visit (CCV) with a focus on the recent hospitalization and preventing an avoidable readmission. The NP will perform a post-discharge medication reconciliation and evaluate if the member and/or caregiver understand and are able to carry out the discharge plan and assist with coordination of care with the member's health care providers for post-discharge follow-up. Engagement with the RPP team can last up to approximately 30 days and includes follow-up visits and/or telephonic follow-up, all based on the members needs. Results are tracked and reported to the Medical Management Committee to determine effectiveness of interventions.

r. Behavioral Health

The Behavioral Health Program consists of a group of licensed clinical social workers who offer both telehealth and in-home Behavioral Health Services to Clover members. The social workers complete a comprehensive behavioral health assessment and provide care coordination related to member needs around behavioral health, social services, and advanced care planning. The

team assists with referrals and resources to ensure all members are able to access the care they need. The social workers provide care coordination for psychiatrists, therapists, Teladoc, substance abuse treatment facilities, intensive case management services, programs of assertive community treatment, and community mental health agencies. The team also provides social service support for assistance with financial difficulties, food insecurity, housing instability, transportation barriers, prescription assistance, caregiver support, and assistance with activities of daily living. The team continues to engage members after the referral/resource is provided to ensure all Clover Health members are successfully connected to the care they need.

i. Coordination with Behavioral Health Care

Clover Health manages Behavioral Healthcare services to enhance continuity of care among Clover Health members. Behavioral Healthcare services include but are not limited to: Intensive Case Management Services, Programs of Assertive Community Treatment, Residential Facilities, Outpatient Treatment Facilities, and Community Mental Health Agencies. Routine reports are submitted to the appropriate committee(s) that include: members engaged by internal Behavioral Health team, members engaged by Teladoc services for Behavioral Health, and performance on Behavioral Health HEDIS.

Special emphasis on the Behavioral Health Quality Improvement program is given to monitor the continuity and coordination of care for members with Behavioral Health conditions, as well as to identify areas for evidence-based expansion of Behavioral Health services.

Coordination of care extends to include help accessing and affording care.

Members seen by the Behavioral Health program are either proactively identified (e.g. with significant burden of Behavioral Health conditions or after a Behavioral Health hospitalization), referred from network providers, referred by Clover Health clinical teams, or they are member self-referrals. All referrals made to the Behavioral Health team are tracked to ensure every Clover Health member referral is addressed.

Metrics are monitored through weekly chart reviews and quarterly peer reviews with data that is consolidated into a report. Furthermore, each referral the Behavioral Health program receives is documented and a report with the summary of the findings is submitted to the QIC quarterly.

s. Customer Service

Clover Health has established performance standards for customer service and monitors the service on an ongoing and annual basis to assure that beneficiaries and practitioners have prompt access to Customer Service staff and are receiving best in class service. Clover monitors to ensure that beneficiaries with unique linguistic or translation needs have appropriate and timely access to translation services as well as TTY for hearing impairment support. Clover Health has Spanish-speaking Customer Service representatives and also has a Member Advocacy Service to assist beneficiaries. Clover Health monitors beneficiary access to Customer Service via the following:

- Average speed of answer (ASA)
- Abandonment rate
- Average hold time
- Customer Service Star measure rating
- Foreign Language Interpreter and TTY Availability Star measure ratings (Part C and Part D)

Specific Metrics (measured on average for each month):

- 80% of call are answered with 30 second
- Less than 5% abandonment rate
- Average Hold Time is less than two (2) minutes
- Quality Score on average 90%

Reports:

- LSA and Teleperformance DOC FDR Monitoring

Customer Service Tracking/Monitoring:

- Daily monitoring by TP's workforce management team and Clover staff to ensure CMS service levels are met

- Various activities are performed around QA to maintain first in class service. Which includes;
 - Weekly audits by Clover QA team of 1 to 2 calls per agent/per week
 - Monitoring of grievance by agent/identifying trends
 - Coaching provided by TP Supervisors/Clover internal QA team as needed to address gap in service delivery
 - Bi-weekly agent performance review with TP leadership to assess agent performance status
 - Monitoring of agent driven grievances and providing interventions to address those
 - Monitoring of escalation cases and providing coaching if any deficiencies exist
 - Three times per week live calibrations between Clover and TP leadership to ensure both teams are aligned on service delivery expectations

Language Services Tracking/Monitoring:

- Quarterly call monitoring of 10 calls per month
- Monthly reporting on key metrics
- Grievance monitoring

t. Beneficiary and Provider Experience

i. Provider Experience

The Provider Experience is monitored through the collection and analysis of complaints, appeals and disputes on an ongoing basis and is correlated with other experience data, as applicable. These complaints are escalated to the Provider Solutions team for review and resolution. It is Provider Solutions goal to work all non-CA related escalations within 30 days and CA escalations within 15 business days. In addition, Provider Solutions is also actively meeting with our large INN hospital facilities on a monthly or quarterly basis (at the preference of the facility) and our PCP INN providers are assigned a dedicated Customer Success rep that will address concerns independently or escalate to Provider Solutions for resolution.

The Provider Solutions team closely monitors escalation trends from providers to identify operational issue trends impacting our INN providers. The escalations worked by the Provider Solutions team are

tracked via the '2021 Provider Solutions Tracker'. Within the tracker each Provider Solutions employee tracks each escalation worked by the team and categories the issue into 1 of 40 Issue categories. Each escalation is researched and addressed as identified. The overall volume of escalations and their respective issue categories are reviewed monthly. Key escalation drivers are brought up and addressed with the respective responsible Operational team (Claims, Configuration, Credentialing, etc.) or through collaboration during the weekly BIC committee which houses the Operational Excellence team as well representatives from Finance, Claims, Configuration, Benefits, and Network.

We currently do not perform annual surveys of our Provider Network based on the fact we believe we have a clear indication of Operational action items that need to be prioritized and addressed to make a meaningful improvement to the overall provider experience.

ii. Member Experience

Beneficiary experience is monitored and analyzed utilizing survey results and other sources of beneficiary experience data such as inquiries, complaints, grievances and appeals. Surveys include but are not limited to: CAHPS member experience, care coordination program satisfaction survey, and HOS member experience surveys. Survey responses by question type and by composite measure are correlated with beneficiary complaint, grievance and appeal data to identify opportunities for improvement. Summary of analysis and activities for improvement are presented at the Quality Improvement Committee quarterly for monitoring and quality improvement opportunities.

u. Beneficiary Grievances and Appeals

Quality of care issues are escalated through the grievance process and referred to the Clinical Quality Improvement team for a clinical investigation and forwarded to the appropriate physician/committees for resolution.

Quality of Care complaints are complaints by a beneficiary related to the quality of the medical care received from a healthcare facility (e.g. hospital, nursing home, or home health agency) or professional. Medical records are

requested, reviewed and These reviewed by a Clover Health quality nurse and forwarded to the CMO for determination as per the severity of the complaint.

Beneficiary grievances/complaints and appeals are key performance indicators of beneficiary experience and satisfaction. Clover Health has established written policies and procedures for thorough, appropriate, and timely resolution of beneficiary grievances/complaints and appeals. Clover also monitors trending, timing and completion and Member Notification, creating action plans when performance targets are not met. Grievances and Appeals are reported to the Quality Improvement Committee and Compliance Committee for review, identification of trends, and opportunities for improvement.

v. Potential Quality of Care Concerns

Clover Health monitors, identifies, investigates, and takes necessary action to resolve potential quality of care issues, including sentinel events and on-going concerns. When Clover Health detects or suspects a potential issue, Clover will submit the issue to the Quality Department for review. The issue will then be forwarded to the CMO for review, determination and referral to appropriate stakeholders/committees.

Clover Health investigates performance level trends and singular events that may potentially deviate from Clover Health's clinical guidelines and/or medical standards of care. A singular event may be indicative of a sentinel event which is defined as an unexpected occurrence involving death or serious injury, or significant risk of death or serious injury.

w. Monitoring Adverse Events

The Institute for Healthcare Improvement defines adverse events as: "unintended physical injury resulting from or contributed to by medical care (including the absence of indicated medical treatment), that requires additional monitoring, treatment, or hospitalization, or that results in death." Clover Health has established an organization-wide process for the identification, reporting, analysis and implementation of corrective or follow-up actions to resolve potential and actual adverse events. Adverse events may be identified and reported by any Clover employee, Member, or

Provider related to a beneficiary event in an outpatient, inpatient, and other relevant settings (e.g., pharmacy, home) that impacts the beneficiaries' safety and health. Adverse event information is reported to the Clinical Quality Improvement department for review and follow-up, which includes review with a Clover Health Medical Director and/or UM Clinical Team. Data is collected, reviewed, and analyzed in aggregate for trends and opportunities for improvement.

Potential quality of care issues are reviewed by the Director, Clinical Quality Improvement, together and forwarded to the Senior UM Medical Director for final review and assessment of severity level. Appropriate actions are taken.

x. Pharmacy Management Program

Pharmacy services are delegated to CVS/Caremark Part D Services.

CVS/Caremark's Clinical Quality Assurance Program is designed to encourage safe and effective drug utilization, enhance beneficiaries' health outcomes, and promote cost-effectiveness. The program is built upon the requirements of the National Committee for Quality Assurance (NCQA), Utilization Review Accreditation Commission (d.b.a. American Accreditation Healthcare Commission) (URAC), Employee Retirement Income Security Act (ERISA), the Centers for Medicare & Medicaid Services (CMS), and other applicable regulatory organizations.

Additionally, quality improvement and oversight for key Stars Medication Adherence metrics are monitored, tracked and trended with identified areas of quality improvement acted on by the Clinical Quality Improvement team.

Part D Program Goal

- The goal of the QA Program is to ensure that beneficiaries receive access to high-quality prescription drug coverage and quality service, and to reduce the risk of fraud, waste and abuse within the Part D prescription benefit. The goal is accomplished through the following:
- Provide therapeutically appropriate drug intervention and formulary management recommendations to Clover Health
- Support members' appropriate and timely access to the drugs prescribed by their practitioners

- Promote targeted prescriber communication identifying clinically based, cost-effective therapy options for their patients covered by Medicare Part D that helps improve safety, adherence and health care outcomes
- Promote the regular review of data related to complaints/grievances, drug utilization review (DUR, concurrent DUR, retro DUR), medication error identification and reduction (MEIR) processes, UM program, formulary processes, and fraud, waste and abuse (FWA) in order to identify opportunities to meet or exceed industry or regulatory benchmarks for Medicare Part D.
- Monitor the effectiveness of QA practices intended to respond to opportunities identified by the review of various quality metrics to help improve member safety, timely and appropriate access to covered medications, regulatory compliance for formulary processes, and reduce unnecessary cost, waste or abuse of the Part D prescription benefit

Drug Utilization Review (DUR)

CVS Caremark Part D Services utilizes data provided from the Acumen Patient safety website in monitoring the effectiveness of its clinical programs. The Acumen Patient safety data website is accessed no less than monthly to review and download relevant plan-specific data for its Prescription Drug Program Sponsors (PDPS).

Multiple DUR processes are in place to evaluate prescriptions received by Clover Health beneficiaries for safe, appropriate use. Some reviews are performed before a beneficiary receives medication (UM, cDUR, Plan design/formulary edits) and others retrospectively (rDUR). Each process has unique attributes to contribute to safe and effective medication therapy while reducing unnecessary cost and medication waste.

- Concurrent DUR: Conducted at the point of service and covers potential safety issues, savings opportunities and compliance with benefit design requirements. The cDUR is used during claim adjudication to make sure that the member is not receiving a drug that may be harmful to them..
- Retrospective DUR: Conducted retrospectively through review of utilization profiles of drugs that either should be avoided, should be used instead, or the dosage or frequency is not appropriate.
- Alerts are sent by Clinical Pharmacists to prescribing physicians.

Medication Safety and Monitoring

The Safety and Monitoring Solution (SMS) focuses on utilization of high-risk drug classes, such as controlled substances (CSs), by using indicators that suggest inappropriate use or misuse of CSs such as poly-pharmacy, “provider shopping,” morphine milligram equivalent dose (MME) and high total targeted drug claims volume. Algorithms with a graduated risk score identify highest- risk plan beneficiaries and profiles are generated. On a monthly and quarterly basis, CVS clinical pharmacists evaluate controlled substances claims and any available supporting data to identify potential medication misuse and inappropriate claims for appropriate intervention. If it is observed that there are safety concerns, letters are sent to the prescribing practitioner(s) noting the observation and requesting verification of drugs prescribed along with medical diagnosis codes. The SMS is intended to complement Clover Health's general program management initiatives and can be included as one component of the requirements under Chapter 9 of the Prescription Drug Benefit Manual relating to fraud, waste and abuse.

Enhanced Safety and Monitoring Solution

The Enhanced Safety and Monitoring Solution (ESMS) provides a more extensive range of interventions for those cases that continue to show evidence of inappropriate or unexplained utilization despite interventions applied in the Core Safety program. Cases are referred to the ESMS for further review. This review includes a secondary level of analysis that can culminate in one or more of the following interventions:

- Inclusion of the beneficiary in the beneficiary/practitioner lettering campaign. This is a multi-letter campaign designed to promote awareness of the medication history to both the beneficiary and each practitioner who has written a prescription with the overall goal to change beneficiary behavior in line with current pain management guidelines
- Provide case documentation or support for client CMS Medicare Drug Integrity Contractors (MEDICs) reporting if deemed appropriate. CVS Caremark Part D Services collaborates with Clover Health to review the need for this intervention on a case- by-case basis
- Provide prescribers with toolkits designed to provide education and assistance in managing patients with pain
- Implement member-specific utilization management edits (MSUME)

CVS/Caremark Part D Services provides Clover Health quarterly reporting and presents a summary of findings during Clover Health's Quality Improvement Committee meetings.

y. Medication Therapy Management Program

The Medication Therapy Management (MTM) program is delegated to Clinical Support Services (CSS Health). The program is designed to optimize the therapeutic outcomes for targeted beneficiaries by improving medication use and reducing adverse drug events.

For the 2022 benefit year, beneficiaries are eligible for the program if they are taking 8 or more Medicare Part D covered maintenance drugs, have 3 or more chronic conditions and are likely to spend more than \$4,696 in a given year. The chronic conditions targeted are: COPD, diabetes, depression, osteoporosis, chronic heart failure, HIV/AIDS, high blood pressure, and high cholesterol. In addition, at-risk beneficiaries (ARBs) under a Drug Management Program (DMP), will automatically be enrolled in the Clover Health Medication Therapy Management Program. ARBs may be defined as having use of opioids with an average daily morphine milligram equivalent (MME) equal to or exceeding 90 mg for any duration during the most recent 6 months and use of multiple opioid prescribers and multiple dispensing pharmacies.

Clinicians contact the beneficiary and conduct a comprehensive medication review, suggest changes when appropriate and work with Clover Health and prescribing physicians to coordinate medication therapy. The program is an opt-out program.

This measure is defined as the percent of Medication Therapy Management (MTM) program enrollees who qualified for the program and who received a Comprehensive Medication Review (CMR) during the reporting period. Results and progress of the percentage of qualified members that received a CMR are reported quarterly to the Quality Improvement Committee to track progress towards achieving a four-star rating for this measure. The committee will request corrective action plans, should the goals not be reached.

Clinical Support Services provides Clover Health with dashboard reporting, access to their web-based portal and supplies Clover Health with annual MTM program reports for submission to CMS through the HPMS site.

12. Chronic Care Improvement Project

The 2021-2023 Chronic Care Improvement Project is based on improving medication adherence in members who have a diagnosis of Diabetes, Hypertension, Hyperlipidemia and who are prescribed pharmaceutical interventions. Clover recognizes that medication adherence is central to good health outcomes and some members need assistance in addressing barriers to medication adherence. Factors related to adherence include social and economic, health care system related issues, condition related issues, therapy related issues and patient related issues. Medication adherence issues are addressed through annual health assessments with a nurse practitioner and telephonic outreach with our care management team. Telephonic outreach will occur once for initial RN assessments (for those not receiving NP assessments). There will also be telephonic follow-up with RNs after the NP assessment if deemed appropriate to assist with the interventions outlined during the visit. During the touch point with the member, an assessment will be completed, and an intervention will be instituted as appropriate. The results of the intervention will be tracked to measure post intervention adherence rates. The pre- and post-intervention rates as well as types of interventions are reported weekly at the STARS Medication Adherence Stand-Up. During that meeting we identify trends or areas for improvement and adjust strategies accordingly.

13. Star Rating

Clover Health closely monitors performance on all Star Rating measures against CMS benchmarks. Through its work groups, Clover Health conducts root cause analysis to detect barriers to achieving performance goals, identifies areas for improvement, and works collaboratively across multiple organizations to implement these actions.

14. CMS Part C and Part D Reporting Requirements

Clover Health cooperates fully with all required regulatory reporting and external audits, including audits by CMS and their contractors. By cooperating with this reporting, Clover Health makes quality outcome measures available to CMS that

will be used in Clover Health's Medicare Star ratings and enables members to compare health plan coverage options and select between them.

Based on the Medicare contract, Clover Health submits data to CMS on an annual or semi-annual basis related to its Part C and Part D contracts. Clover Health delegates reporting of some sections of Part C data to HealthEdge/Health and DentaQuest and reporting of Part D data to CVS/Caremark and utilizes Clover Health data to report on Part C data generated and processed at Clover Health. Clover Health ensures that all its delegated vendors are knowledgeable in Medicare's technical specifications and have the processes in place to produce CMS' required reports. Clover Health closely monitors its delegated vendors' submissions through random sample audits and trend analysis, and monitors its internal reporting capabilities through random sample audits.

Clover Health's Compliance Department carefully reviews the Part C and Part D reporting requirements each year and works with the operational departments and delegated entities responsible for maintaining the source systems where the data reside. A standardized template and other supplemental documents are created and maintained, which carefully outline the programming codes used to extract data as well as the reporting, archiving and data validation processes. The Compliance Team monitors internal data on a regular ongoing basis to identify trends and additionally is submitted to CMS via HPMS, as required. On an annual basis an external data validation audit is conducted by a CMS certified data validation contractor to ensure that Clover Health's reporting of Part C and Part D health and drug plan data that are reliable, valid, complete, comparable, and timely.

Clover Health uses the CMS Data Validation Standards as a guide to develop and maintain a quality assurance process for all reporting measures. Every operational department/delegate conducts validation during each step of the data extraction and reporting processes. For example: The programming codes are tested against the Part C and D reporting technical specifications, then the final output is validated and attested to by the operational departments before submitting to the Compliance Team. Finally, the Compliance Department will validate for accuracy and assurance that the data elements represent CMS's reporting requirements prior to submission through HPMS.

Should any deficiency be identified through the Part C or D reporting requirements or the process for compiling those requirements, the Compliance Department immediately addresses that issue with the appropriate operational department. The root cause for the deficiency is identified, and a corrective action plan is implemented and monitored to ensure that the deficiency is resolved and does not recur.

15. **Quality Improvement Program Documentation**

Clover Health will store the Quality Improvement Program Description, applicable attachments and Medicare Advantage Quality Improvement Program Evaluations on the organizational Intranet site, Confluence, where it is available to all employees. This information will also be made upon request and during onsite audits. The Quality Improvement Program Description is also available to members and providers, upon request.

16. **Approval**

The Quality Improvement Program Description will be reviewed and approved by the designated Quality Improvement Committee and the Clover Health Insurance Board of Directors.

Committee Approval	Approval Date
Quality Improvement Committee	10/13/2021
Board of Directors	12/14/2021

Reviewed and approved for distribution

Vinuk Garipalli

Chairman, Board of Directors

3/31/2022

Date