



LIBERTY Dental Plan Corporation is a dental benefits manager (DBM) focused on serving government-sponsored populations. The business activities of a DBM are like those of a traditional managed care organization. However, managed care organizations often outsource the provision of dental benefits to DBMs given the specialized nature of dental plan design and the importance of the dental benefit as a driver of member satisfaction and member retention.

LIBERTY provides a full array of dental benefits, serving more than 6.5 million members in the Medicaid, Children's Health Insurance Program, Medicare

Advantage, commercial, and exchange dental programs. It manages a network of about 110,000 dental providers across the country to offer members high-quality

Over the last 20 years, LIBERTY has become one of the nation's largest dental benefits administrators participating in government programs, including Medicaid, Medicare Advantage, and CHIP.

ity, consistent, and convenient access to care. To better serve and engage low-income and vulnerable populations, LIBERTY employs its dental industry expertise and leverages multiple channels, including its live-call center, website, mobile app, text, email, and social media, to cater to the diverse preferences and needs of its membership base.

LIBERTY differentiates itself by providing a better experience for members and delivers a multifaceted value proposition to the constituents in the dental benefits ecosystem, including:

- Expanded access to oral healthcare
- Preventive dental services
- Improved clinical outcomes through value-based dentistry
- Continuous improvement through a quality management program
- Appropriate utilization rate
- Accountability through a robust corporate compliance program

LIBERTY is headquartered in Irvine, California, and has operations centers in Tampa, Las Vegas, Oklahoma City, and Uniondale, New York. Over 20 years, LIBERTY's founder and chairman, Dr. Amir Neshat, and its executive leadership team built the company into a next-generation dental wellness organization, powered by best-in-class technology and an industry-leading staff. In 2022, LIBERTY entered a partnership with WCAS and Elevance Health (formerly Anthem, Inc.) to expand its capacity to serve more members and improve its infrastructure and network.

Clinical Quality Management and Improvement:

LIBERTY has a comprehensive, structured, data-driven Quality Management and Improvement (QMI) Program supported by 30 staffers to assess, monitor, and improve the quality of care and services delivered to members, providers, clients, and partners. The QMI Program is managed by the National Dental Director and Vice President of Quality Management and is overseen by the QMI Committee (QMIC), which reports to LIBERTY's Board of Directors to foster transparency and accountability. LIBERTY also uses external member, provider, and stakeholder participation in the QMIC and multiple subcommittees in every state to review performance and provide input to program development.

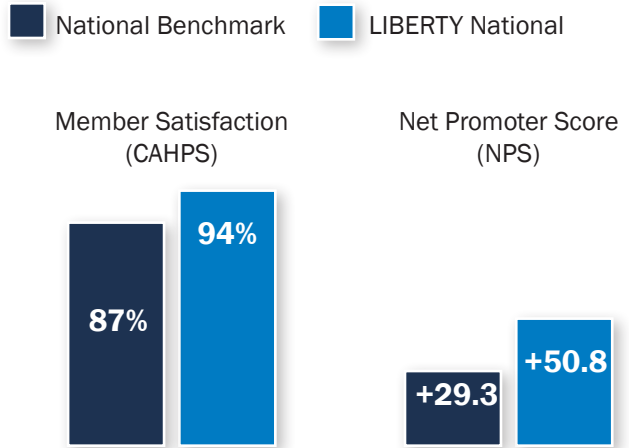
Another effective program LIBERTY uses to improve quality is its flagship Benefits and Rewards for Utilization, Services, and Healthy Outcomes (BRUSH) value-based program, which features individualized outreach activities for preventive care and appropriate utilization to improve whole-person health and medical-dental integration, including fewer cavities and lowered risk of periodontal disease. Through the program, LIBERTY reimburses providers for additional preventive services, such as motivational counseling, for moderate and high-risk members to reinforce the member-dental home (primary dental provider) relationship. Providers are encouraged to engage members to attend their follow-up visits and keep them engaged by tying these activities to bonus payments. As part of this program, LIBERTY uses risk assessment resources such as the Caries Risk assessment (a research-based tool used to identify the risk factors that cause dental decay while providing guidelines for cavity prevention) and the Periodontal Risk assessment (a clinical assessment used to estimate the risk for

progression of periodontal disease) to identify and engage with high-risk patients. Of the members who received a Caries Risk assessment of “high,” nearly 90 percent made return visits to their dental home. BRUSH-participating dentists also have a low member turnover rate. LIBERTY’s BRUSH program is a leading model recognized by the American Dental Association and Centers for Medicare & Medicaid Services as a first-of-its-kind, value-driven offering for dental care. The benefits of the program have facilitated its rapid adoption across LIBERTY’s Medicaid states, with more than 830,000 children now participating in BRUSH.

Since launching the child-focused BRUSH program in 2019, LIBERTY also has developed a value-based program focusing on the Medicare Advantage population, which rewards providers with annual bonus payments if the Caries and Periodontal Risk profile of patients improves one year after the initial assessment, as measured by a proprietary LIBERTY tool. LIBERTY also uses Performance Improvement Projects, which are collaborative processes with members, providers, and stakeholders to develop solutions to improve access and outcomes when disparities are identified.

To track the efficacy of its quality programs, LIBERTY routinely monitors several metrics related to member satisfaction, provider engagement, and care access scores. In 2022, LIBERTY’s national member satisfaction rate was 94.1 percent, which was higher than the national benchmark of 86.7 percent (average member satisfaction for Medicaid Health Plans). Its member Net Promoter Score was +50.8 versus the 2021 national benchmark of +29.3 for health insurance plans.

2022 Member Experience Measures



Consumer Assessment of Healthcare Providers and Systems is a program within the Agency for Healthcare Research and Quality and refers to a set of surveys that ask consumers and patients to report on and evaluate their experiences with health plans, providers, and healthcare facilities.

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Provider Satisfaction Score

94%
Provider Retention Rate

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Access and Cost Benefits:

LIBERTY works to expand access to oral healthcare services by building provider networks tailored to reach underserved populations.

LIBERTY offers providers concierge-style engagement, led by local Provider Relations and Clinical staffers who are in frequent contact with providers. LIBERTY supports providers through a variety of self-service tools including a provider portal that offers access to data 24/7.

When LIBERTY identifies network gaps including in rural and underserved areas, it partners with providers to expand access to care through programs and initiatives such as:

- Helping providers to expand into additional regions
- Partnering with mobile providers
- Using tele-dentistry
- Supporting school-based navigation programs
- Engaging primary care providers
- Partnering with dental schools and dental hygiene programs

LIBERTY monitors access to care on a continuous basis, using multiple sources of data including Geo-Access maps that analyze the geographic distribution of members and providers in a service area. In 2022, LIBERTY provided access to a general dentist for more than 99 percent of its members.

Governance and Compliance:

LIBERTY's Dental Care Management Program monitors utilization (to detect under-/over-use and misuse of dental services), potential quality issues, and potential fraud, waste, and abuse. The program is LIBERTY's primary initiative to modify provider behavior and improve quality and cost outcomes.

When LIBERTY identifies an outlier provider, the

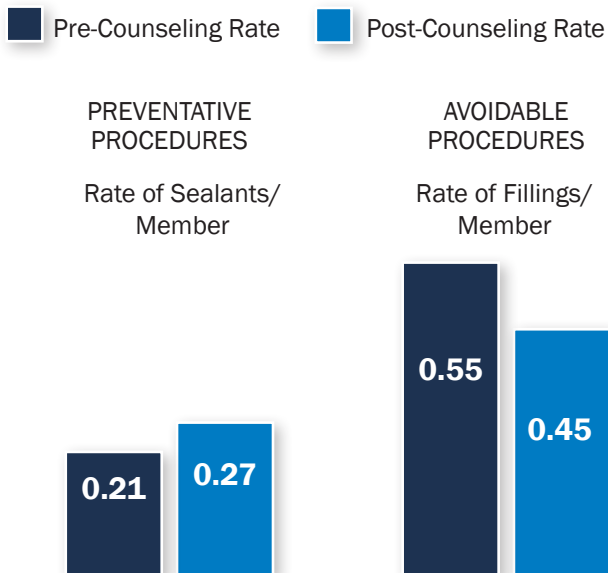
LIBERTY state dental director develops an action plan for counseling. Its clinical team delivers one-on-one counseling to the clinician and shares data on performance. Additional corrective actions are taken as needed, and a review of performance occurs within 90 days. Typically, such counseling is effective and is the only required action. For example, 89.4 percent of outlier offices reevaluated during 2021 showed improvement within three months.

In the most recent two-year period, LIBERTY identified dozens of providers nationally who were outliers for high use of fillings/low use of sealants. Sealants are preventive procedures that can reduce the development of cavities, decreasing the need for fillings over time. Compared with sealants, fillings are a higher cost, more extensive procedure to treat cavities that can be painful and time-consuming for a patient. In instances where a cavity is not fully formed, certain dentists advocate performing a filling procedure versus a less invasive, lower-cost sealant procedure. LIBERTY is able to identify outliers within its network and remediate this behavior through clinician counseling.

LIBERTY clinicians counseled each outlier provider to educate them on when a filling was necessary and the value of sealants as preventive care. LIBERTY's clinicians continued to monitor and reassess the provider's performance for 90 days following the intervention. The providers corrected the issue, as seen in the chart on the following page: preventive procedures (sealants) increased in each of the outlier practices while avoidable procedures (fillings) decreased.

Compliance is a core competency, and LIBERTY devotes significant resources to compliance activities, including maintaining a corporate Compliance Program led by a Compliance Officer and supported by

Change in Select Provider Practice Patterns after Counseling 2021-2022



a Privacy Officer, Chief Information Security Officer, and additional regional compliance staff for the Medicaid programs. The cross-functional Regulatory Compliance Committee is responsible for overseeing the Compliance Program and reports to LIBERTY's Board of Directors. The committee has oversight responsibilities for:

- Fraud, waste, and abuse
- Privacy and security
- New requirements
- Vendor oversight

In 2021, LIBERTY's Compliance Team completed more than 70 audits, including nearly 300 reviews of business processes for contractual and regulatory compliance. Approximately 10 percent resulted in

opportunities for corrective action, which are formally documented through resolution in a centralized compliance tracking platform and reported to the Compliance Committee for continued oversight.

Staffers undergo rigorous new-hire and annual compliance training to understand their roles in LIBERTY's Compliance Program.

Investments:

LIBERTY invests heavily to improve high-quality customer service, member engagement, and provider satisfaction. LIBERTY has hundreds of call center staffers who address outreach and wellness, appeals, customer care, and case management. LIBERTY also invests in community-based oral health education and outreach, conducting education at thousands of events each year, donating tens of thousands of dental kits, and facilitating oral health screenings. LIBERTY trains other organizations that serve Medicaid recipients with the goal of engaging members in the continuum of care and encouraging early intervention and preventive services to improve the patient experience and lower the total cost of care. LIBERTY has invested tens of millions of dollars in its technology and has doubled the size of its Information Technology Department to provide a better experience for members, providers, and clients.