



# **INVESTMENT PLAN – Los Angeles County**

## **HOUSING AND HOMELESSNESS INCENTIVE PROGRAM**

September 30, 2022



## MCP INFORMATION

<b>MCP Name</b>	Health Net Community Solutions, Inc.
<b>Lead Contact Person Name and Title</b>	Deanna Eaves, Director, Compliance Sally Chow, Senior Manager, Compliance
<b>Contact Email Address</b>	deanna.l.eaves@cahealthwellness.com sally.c.chow@cahealthwellness.com
<b>Contact Phone</b>	Deanna Eaves: 916-935-1275 Sally Chow: 916-935-8157

## PART I: INVESTMENTS

To determine local HHIP investment opportunities, Health Net and our Plan Partner collaborated with the four Continuums of Care (CoCs) in Los Angeles County: LAHSA (Los Angeles Homeless Services Authority), Glendale CoC, Pasadena CoC, and Long Beach CoC. The costs listed below were determined based on conversations during the monthly Core Stakeholder Meetings between MCPs, CoCs, and our Plan Partner. Amounts are apportioned based on Medi-Cal membership in the county.

Investment Activity	Gap or Need Addressed	Description (2 – 3 sentences for each activity)	Dollar Amount or Range	Recipient(s) or Recipient Type(s)	Timeline	HHIP Measure(s) Impacted	Domain Targeted
1. Supporting the Point in Time (PIT) Count	During a core stakeholder meeting (which includes MCP and LAHSA, Glendale CoC, Pasadena CoC, and Long Beach CoC) meeting on August 19, 2022, the CoCs identified having insufficient resources to complete the 2023 PIT Count.	Funds will support LAHSA, Glendale, Pasadena, and Long Beach with community outreach, data collection, and day-of survey to ensure complete geographic coverage and support for the 2023 PIT Count.	\$50,000	LAHSA, Pasadena CoC, Glendale CoC, and Long Beach CoC	1/2023 – 3/2023	1.1	Provider/ Partner Infrastructure

<p>2. Utilizing MCP Liaisons to connect members to health and housing options</p>	<p>During a core stakeholder meeting (which includes MCP and LAHSA, Pasadena, Glendale, and Long Beach CoCs) on August 19, 2022, the CoC expressed interest in working with key representatives within the MCP to streamline connection to both healthcare and homeless services. MCPs and CoCs agreed to this approach instead of MCPs becoming a direct access point to the Coordinated Entry System.</p>	<p>Funds will support the MCP liaisons who will serve as the internal staff to connect homeless members to healthcare and housing services. The liaisons will also provide direct support to the CoCs and engage with the homeless system (i.e., HMIS, member connections to housing services).</p>	<p>\$1,000,000</p>	<p>Health Net</p>	<p>1/2023 – 12/2023</p>	<p>1.2, 1.6, 2.2</p>	<p>MCP Infrastructure</p>
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<p>3. Enhancing the Los Angeles County Department of Mental Health's (DMH) Capabilities for Housing Data Sharing</p>	<p>During a data workgroup meeting (which includes MCPs and DMH) on August 26, 2022, DMH identified that they do not currently share housing status data elements with MCPs but would like to do so.</p>	<p>Funds will support housing-related data exchange from DMH to Health Net through enhancing infrastructure (hiring technical consultants to build application(s), integration and reporting solutions for Housing and Employment data)</p>	<p>\$500,000</p>	<p>DMH</p>	<p>10/2022 – 12/2023</p>	<p>1.5</p>	<p>Provider/ Partner Infrastructure</p>
<p>4. Enhancing the CoCs' Capabilities for Housing Data Sharing with MCPs</p>	<p>During a data workgroup meeting (which includes MCPs, LAHSA, and Long Beach CoC) on August 26, 2022, the CoCs and MCPs identified a need for the CoCs to share data with the MCPs, in alignment with HHIP program goals. The CoCs currently do not have connectivity with Health Net to share data.</p>	<p>Funds will support CoCs with developing the requisite infrastructure (staffing, processing, etc.) to implement and facilitate data exchange with the MCP.</p>	<p>\$2,000,000</p>	<p>Long Beach CoC and LAHSA</p>	<p>11/2022 – 12/2023</p>	<p>2.2</p>	<p>Provider/ Partner Infrastructure</p>
<p>5. Supporting the HMIS Platform Integration</p>	<p>During a core stakeholder meeting (which includes MCP and</p>	<p>Funds will support HMIS integration between the LAHSA/Pasadena/</p>	<p>\$500,000</p>	<p>Long Beach CoC and LAHSA</p>	<p>1/2023 – 12/2023</p>	<p>1.2, 2.2</p>	<p>Provider/ Partner Infrastructure</p>

<p>between CoCs (Long Beach &amp; LAHSA / Glendale / Pasadena)</p>	<p>LAHSA, Pasadena, Glendale, and Long Beach CoCs) on August 5, 2022, the CoCs identified that LAHSA/Pasadena/Glendale use a different HMIS than Long Beach. The CoCs stated a need to bolster their shared infrastructure to support CalAIM data sharing requirements.</p>	<p>Glendale and Long Beach HMIS systems. This will enhance CoC HMIS infrastructure and capacity, including user fees, database trainings and MOUs, and data integrity and privacy.</p>					
<p>6. Supporting Provider Workforce Development</p>	<p>During a core stakeholder meeting (which includes MCP and LAHSA, Pasadena, Glendale, and Long Beach CoCs) on August 5, 2022 in addition to conversations in May to August 2022 with United Way of Greater LA, the community identified a need to invest in workforce development to address high turnover rates,</p>	<p>Funds will support staffing needs such as trainings and incentives, retention, mental health support, career pathway development, building a diverse and competent workforce, and racial equity fellowships.</p>	<p>\$2,000,000</p>	<p>Direct housing and homeless service providers</p>	<p>1/2023 – 12/2023</p>	<p>1.3, 1.6, 3.4</p>	<p>Provider/ Partner Infrastructure</p>

	lack of culturally competent staff, mental and emotional needs for staff, low pay, training, and professional development for staff in the housing sector.						
7. Supporting Capacity Building Activities for Housing-Related Community Supports and Enhanced Care Management service providers	During a core stakeholder meeting (which includes MCP and LAHSA, Pasadena, Glendale, and Long Beach CoCs) on August 5, 2022, the community identified a need for more infrastructure and organizational capacity support such as staffing, housing navigation, and case management to provide services to more members, encourage service utilization, and ultimately increase housing placement.	Funds will support the infrastructure needs (i.e., IT, training, provider incentives, assessments, etc.) of housing-related community supports and ECM providers to enhance referrals and service utilization by individuals experiencing homelessness.	\$3,000,000	Training and TA vendors with expertise in housing and homeless services	1/2023 – 12/2023	1.2, 1.3, 2.2, 3.1, 3.3, 3.4, 3.5	Direct Member Interventions

<p>8. Supporting Housing Placements via Unit Acquisition/ Master Lease/Back fill</p>	<p>During MCP and CEO Homeless Initiative meetings on August 9, 16, and 23, CEO Homeless Initiative identified a gap in the number of used tenant-based vouchers through the Emergency Housing Voucher program and others. Only 65% of voucher holders utilized vouchers with an average time of 122 days.</p>	<p>Funds will help LA County residents utilize tenant-based vouchers through master leasing agreements with County Executive Office Homeless Initiative. Funds will specifically be used for non-room-and-board costs such as vacancy payments, property management, building costs.</p>	<p>\$4,500,000</p>	<p>CEO Homeless Initiative</p>	<p>1/2023-12/2023</p>	<p>3.4, 3.5, 3.6</p>	<p>Direct Member Interventions</p>
<p>9. Supporting Housing Placements via Housing Access for PEH with ADL Assistance Needs</p>	<p>During MCP and CEO Homeless Initiative meetings on August 9, 16, and 23, CEO Homeless Initiative identified a gap in the aging population of PEH with severe mental illness or cognitive impairments who are not able to care for themselves. These individuals may need care in a licensed ARF or RCFE in addition to needing a</p>	<p>Funds will support a three-prong strategy to help members experiencing homelessness with ADL needs to get housed and stay housed. The strategy includes 1) Clinical Assessment Teams, 2) Interim housing service enrichment, and 3) Placement for members in the Enriched Residential Care program.</p>	<p>\$4,500,000</p>	<p>CEO Homeless Initiative</p>	<p>1/2023-12/2023</p>	<p>3.4, 3.5, 3.6</p>	<p>Direct Member Interventions</p>



	higher level of care.						
10. Supporting Housing Placements via Glendale NOFO Partnership	During a MCP and Glendale CoC meeting on September 6, 2022, Glendale CoC identified a funding gap in the connection of housing and supportive services in their Shelter Plus Care Program. The program does not currently have funding to connect clients to supportive services. Without supportive services, clients are unable to remain housed. This specifically impacts MCP members as 80% of clients in the Shelter Plus Care program are Medi-Cal members.	Funds will provide supportive services for homeless clients in the Shelter Plus Care Program, which includes intensive coordinated services to schedule medical appointments and access social services, support with accessing employment, assistance with housing and building relationships with landlords, chronic disease management, and help with addressing mental health or substance abuse treatment. These supportive services will aid in keeping clients housed in permanent supportive housing.	\$70,000	Glendale CoC	1/2023 – 12/2023	3.5, 3.6	Direct Member Interventions
11. Supporting Street Medicine	During a core stakeholder meeting (which	Funds will support street medicine providers in	\$2,500,000	Street medicine providers	1/2023 – 12/2023	2.1	Provider/ Partner Infrastructure

Capacity Building	includes MCP and LAHSA, Pasadena, Glendale, and Long Beach CoCs) on August 5, 2022, the CoCs shared that there is limited street medicine services provided in LA County.	developing the infrastructure (i.e., staffing, technology, supplies, mental health services, street outreach, wound care, etc.) to help support the development, implementation, and enhancements to street medicine services.					
12. Increasing CS Enrollment	Health Net currently has a wide net of CS providers and offers a variety of programs for our homeless members, but there is a need for expansion of services to reach more members.	Funds will support providing services to more members and expanding outreach efforts to increase enrollments.	\$1,000,000	Health Net	1/2023 – 12/2023	3.4	Direct Member Interventions
13. Developing a Health Net Social Determinants of Health (SDOH) Platform	Health Net needs to enhance its existing technical capabilities and processes to more optimally handle SDOH/HMIS workflow to be able to match our member information with HMIS client	Health Net is developing a Social Determinants of Health (SDoH) Platform to ensure there is a unified, holistic, and scalable technology approach for enabling race, ethnicity, and language (REL),	\$2,063,245	Health Net	10/2022 – 12/2023	1.2, 2.2, 2.3, 3.1, 3.3, 3.4	MCP Infrastructure

	information and to receive timely alerts from their local HMIS when our member experiences a change in housing status.	sexual orientation and gender identity, (SOGI) and housing and other SDoH data exchange and integration with various 3rd party vendors and community provider systems. This platform will include data exchange through SFTP/FHIR API with HMIS systems.					
14. MCP Staffing and Consultants	Based on MCP meetings in July and August 2022, there are significant staffing and consultant needs related to project development, project management, implementation, and evaluation to meet HHIP program goals.	Funds will support internal project manager and external consultants to carry out HHIP deliverables and meet the HHIP goals.	\$250,000	Health Net	1/2023 – 12/2023	All	MCP Infrastructure

## PART II: RISK ANALYSIS

### Description of Anticipated Contingencies (500 - 1000 word limit)

#### **I. What factors the MCP anticipates may arise that would make it challenging for the MCP to achieve its goals and the HHIP program goals:**

Through the DHCS Housing and Homelessness Incentive Program (HHIP), Health Net is committed to collaborating with LAHSA, Glendale CoC, Pasadena CoC, Long Beach CoC, and our Plan Partner in Los Angeles County to make investments that enhance Medi-Cal Managed Care Plan (MCP) capacity and partnerships to connect members to needed housing services and ultimately reduce and prevent homelessness.

Factors that could arise that may impact Health Net's ability to achieve our goals and HHIP program goals include, but are not limited to, the following:

- The ability of Health Net's local providers, and community partners to quickly build and maintain the operational processes and data connections between MCPs and the homeless system to connect members to needed housing services and, ultimately, permanent housing. This will ultimately determine if MCPs can meet HHIP program measure requirements and thereby draw down HHIP funds to invest in the local communities we serve.
- The time needed to educate providers on HHIP. Throughout the development of the HHIP County Local Homelessness Plan that Health Net submitted to DHCS on June 30, 2022 and this HHIP Investment Plan deliverable, there has been a learning curve for all stakeholders to understand Medi-Cal managed care, the local housing system, and how the two will be connected through CalAIM and HHIP. We expect this collective learning and development to continue throughout the HHIP program period, which may impact the progress of HHIP strategies.
- Staffing capacity and infrastructure of our local level partners. The CoC and community partners have resource constraints that may impact their ability to engage with MCPs on HHIP. Staff turnover, competing priorities, budget limitations or freezes, and other operational changes (i.e., human resources, information technology, legal) that are experienced by our local level partners may impact the MCP's ability to demonstrate the required measure performance necessary within the measurement period to draw down the full HHIP allocation to be able to invest these funds in our local communities.

#### **II. Which aspects of the IP might be affected by those factors:**

Health Net is making investments to support our internal data systems and the local HMIS with achieving bidirectional data

connectivity; however, the success of these investments may depend on whether both MCP and CoC staff are able to upgrade both platforms to support HHIP program goals, as well as stand up processes between all entities that ensure data confidentiality and compliance with both Health Insurance Portability and Accountability Act (HIPAA) and Health Information Technology for Economic and Clinical Health Act (HITECH). This may require the development of new risk mitigation strategies, and corresponding trainings, to ensure that all MCPs, providers, and partners input accurate local housing data and maintain a secure and effective data exchange.

Our ability to ultimately house our members and meet HHIP Priority Area 3 measures through investments in housing supply may be impacted by our ability to make the systemic changes necessary within the HHIP measurement period to unlock current housing units and/or expand housing supply. For example:

- The CoC and community partners have shared concerns about landlord hesitancy to open units to those most vulnerable. Shifting the perceptions that landlords have about the ability of our members experiencing homelessness to maintain stable housing will require significant relationship building and time between community housing providers (i.e., housing navigators), landlords, and the MCPs.
- As noted through the 2022 PIT Count and our ongoing conversations with the CoC, the County is experiencing a shortage in housing supply. There is a risk that newly available units through our HHIP investments may not be given to our members, but rather, to those on the By Name List who are determined to be more vulnerable through the prioritization criteria.
- Finally, new housing units being constructed with HHIP funding (i.e., master leasing) may not be open within the measurement period to be able to house our members. Construction delays and ongoing supply chain issues, for example, may impact our ability to demonstrate progress towards the measures tied to permanent housing (Measures 3.5 and 3.6) thereby impacting our ability to draw down 100 percent of the HHIP allocation to be able to invest these funds in the communities we serve.

### **III. What steps the MCP would take to address these factors and avoid or mitigate impact to the IP.**

To address these potential risks and avoid or mitigate their impact on the Investment Plan, steps that Health Net will take include, but are not limited to, the following:

- Establish and maintain ongoing communication channels between our Plan Partners and the CoCs to track the status on HHIP investments, identify operational risks, and troubleshoot problems that arise. As part of the County Local Homelessness Plan submitted on June 30, 2022, the MCPs, CoCs, and County agencies have agreed to reoccurring meetings to discuss and assess HHIP implementation. HHIP investments will be discussed in these forums.
- Develop guardrails that promote accountability and minimize fraud, waste, and abuse, including ensuring that the financial agreements between Health Net and entities receiving HHIP disbursements include provisions with specific fund use cases and clear processes to ensure funds are used properly.
- Related to our internal technology investments, we will be intentional in applying focused resources and working in

collaboration with our CoC partners to achieve results in a secure and timely matter. Additionally, Health Net will leverage the expertise of our parent company, Centene Corporation, to launch these capabilities.

- Continue to educate the CoC and community partners about CalAIM, its housing-related service offerings, and associated funding opportunities to support infrastructure development and capacity-building. Our community partners are implementing a variety of local and innovative solutions to tackle the housing crisis and are still learning about CalAIM, Medi-Cal managed care, and the housing-related service offerings. To support CalAIM implementation and ensure non-duplication of funding, we are committed to educating stakeholders about the various funding opportunities offered through CalAIM (i.e., HHIP, CalAIM Incentive Payment Program, Providing Access and Transforming Health (PATH) Capacity and Infrastructure Transition, Expansion and Development (CITED) initiative, etc.)
- Finally, Health Net is committed to assessing the lessons learned from the development and implementation of the Investment Plan and we look forward to sharing these learnings as part of the Submission 1 and Submission 2 deliverables. Through continuous improvement and working closely with the CoC and community partners, we can ensure that investments address the HHIP program goals to build MCP capacity to connect members to services and ultimately reduce and prevent homelessness.

### **PART III: CoC LETTER OF SUPPORT**

Please find attached the Letters of Support from LAHSA, Glendale CoC, Pasadena CoC, and Long Beach CoC in our Investment Plan Appendix.

### **PART IV: Attestation**

Please find attached Health Net's MCP Attestation in our Investment Plan Appendix.



**CITY OF GLENDALE, CALIFORNIA**

Community Services & Parks  
Administration

613 E. Broadway, Suite 120  
Glendale, CA 91206-4308  
Tel. (818) 548-2000 Fax (818) 548-3789  
glendaleca.gov

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August 30, 2022

To: California Department of Health Care Services

Re: Housing and Homelessness Incentive Program (HHIP) Investment Plan Letter of Support

The City of Glendale Continuum of Care (Glendale CoC) is supportive of the California Department of Health Care Services (DHCS) Housing and Homelessness Incentive Program Investment Plan(s) (IP) being submitted by the following Managed Care Plans (MCPs): L.A. Care, Health Net, Anthem Blue Cross, Blue Shield Promise, Kaiser, Molina, AIDS Healthcare, Foundation/PHC California SCAN Health Plan in Los Angeles County. The Glendale CoC had the opportunity to engage and collaborate with the MCPs to provide input on the IP, and were able to review the IP prior to the Medi-Cal managed care plan (MCP) submission. The Glendale CoC understands that the IP reflects a non-binding general direction for investments the MCPs are willing to initially make to meet DHCS' HHIP program metrics independent of how the MCPs plan to invest HHIP incentive funds once earned. The Glendale CoC also understands that the MCPs' HHIP investments are contingent on the MCPs meeting HHIP measures over the two-year HHIP program. To this end the Glendale CoC is committed to collaborating with the MCPs as they engage locally to meet HHIP program metrics.

If you have any questions, please feel free to reach out directly

Thank you,

Onnig Bulanikian, Director  
Community Services & Parks Dept.

September 16, 2022

California Department of Health Care Services  
P.O. Box 997413, MS 4400  
Sacramento, CA 95899-7413

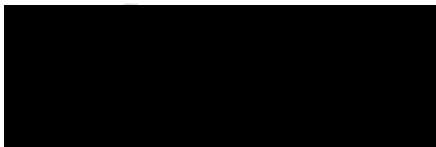
Re: Housing and Homelessness Incentive Program (HHIP) Investment Plan Letter of Support

The Los Angeles Homeless Services Authority (LAHSA) is supportive of the California Department of Health Care Services (DHCS) Housing and Homeless Incentive Program Investment Plan(s) (IP) being submitted by LA Care, Health Net, SCAN Health Plan, and AHF/PHC in Los Angeles County.

LAHSA had the opportunity to engage and collaborate with LA Care, Health Net, SCAN Health Plan, and AHF/PHC, provide input on the IP, and were able to review the IP prior to the Medical managed care plan (MCP) submission. LAHSA understands that the IP reflects a non-binding general direction for investments the MCPs are willing to initially make to meet DHCS' HHIP program metrics independent of how the MCPs plan to invest HHIP incentive funds once earned. LAHSA also understands that the MCPs' HHIP investments are contingent on the MCPs meeting HHIP measures over the two-year HHIP program. To this end LAHSA is committed to collaborating with the MCPs as they engage locally to meet HHIP program metrics.

If you have any questions, please feel free to reach out directly to Enrique Martinez, Jr. at [emartinez@lahsa.org](mailto:emartinez@lahsa.org).

Thank you,



Chief Program Officer  
Los Angeles Homeless Services Authority





## Long Beach Continuum of Care

September 16, 2022

To: California Department of Health Care Services

Re: Housing and Homelessness Incentive Program (HHIP) Investment Plan Letter of Support

The Long Beach Continuum of Care is supportive of the California Department of Health Care Services (DHCS) Housing and Homeless Incentive Program Investment Plan(s) (IP) being submitted by Health Net in Los Angeles County. The Long Beach Continuum of Care had the opportunity to engage and collaborate with Health Net, provide input on the IP, and were able to review the IP prior to the Medi-Cal managed care plan (MCP) submission. The Long Beach Continuum of Care understands that the IP reflects a non-binding general direction for investments the MCPs are willing to initially make to meet DHCS' HHIP program metrics independent of how the MCPs plan to invest HHIP incentive funds once earned. The Long Beach Continuum of Care also understands that the MCPs' HHIP investments are contingent on the MCPs meeting HHIP measures over the two-year HHIP program. To this end the Long Beach Continuum of Care is committed to collaborating with the MCPs as they engage locally to meet HHIP program metrics.

If you have any questions, please feel free to reach out directly

Thank you,

  
Paul Duncan, Homeless Services Bureau Manager  
City of Long Beach Department of Health and Human Services, on behalf of the Long Beach CoC Board

[Paul.Duncan@longbeach.gov](mailto:Paul.Duncan@longbeach.gov)

(562) 570-4581



September 21, 2022

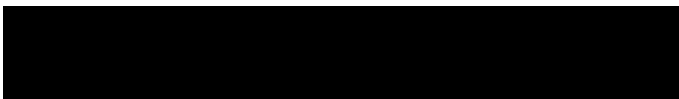
To: California Department of Health Care Services

Re: Housing and Homelessness Incentive Program (HHIP) Investment Plan Letter of Support

The Pasadena Continuum of Care, also known as the Pasadena Partnership to End Homelessness ("Pasadena Partnership"), is supportive of the California Department of Health Care Services (DHCS) Housing and Homeless Incentive Program Investment Plan(s) (IP) being submitted by L.A. Care, Health Net, Health Senior Care Action Network (SCAN), and AIDS Healthcare Foundation/Positive Healthcare California (AHF/PHC) in Los Angeles County. The Pasadena Continuum of Care had the opportunity to engage and collaborate with L.A. Care, Health Net, SCAN and AHF/PHC, provide input on the IP, and were able to review the IP prior to the Medi-Cal managed care plan (MCP) submission. The Pasadena Continuum of Care understands that the IP reflects a non-binding general direction for investments the MCPs are willing to initially make to meet DHCS' HHIP program metrics independent of how the MCPs plan to invest HHIP incentive funds once earned. The Pasadena Continuum of Care also understands that the MCPs' HHIP investments are contingent on the MCPs meeting HHIP measures over the two-year HHIP program. To this end, the Pasadena Continuum of Care is committed to collaborating with the MCPs as they engage locally to meet HHIP program metrics.

If you have any questions, please feel free to reach out directly.

Sincerely,



Jennifer O'Reilly-Jones  
Homeless Programs Coordinator  
joreillyjones@cityofpasadena.net

**Medi-Cal Managed Care  
Housing and Homelessness Incentive Program (HHIP) Investment Plan (IP)  
Certification (to be completed by Health Plan CEO/CFO/COO/Authorized Executive)**

**Health Plan:** Health Net  
**County:** Los Angeles

I certify that, to the best of my knowledge, the IP provides a true representation of the MCP's expected investment plan and strategy for achieving program measures and targets.

As a CEO, CFO, COO, or Executive duly authorized to sign on behalf of the Health Plan listed above, I am authorized or designated to make this Certification, and declare that I understand that the making of false statements or the filing of a false or fraudulent claim is punishable under state and federal law.

By: Martha Santana-Chin September 29, 2022  
Print name Date  
[Redacted Signature] Medi-Cal President  
Signature Title