



**SAN JOAQUIN COUNTY
INVESTMENT PLAN**

HOUSING AND HOMELESSNESS INCENTIVE PROGRAM

September 30, 2022



MCP INFORMATION

Provide the name and contact information for the MCP submitting this IP response.

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| MCP Name | Health Net Community Solutions, Inc. |
| Lead Contact Person Name and Title | Deanna Eaves, Director, Compliance Sally Chow, Senior Manager, Compliance |
| Contact Email Address | deanna.l.eaves@cahealthwellness.com sally.c.chow@cahealthwellness.com |
| Contact Phone | 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 San Joaquin Continuum of Care, which serves San Joaquin County. The costs listed below were determined based on conversations with the CoC and our Plan Partner and are apportioned to San Joaquin County 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 | Based on the San Joaquin Community Response to Homelessness Strategic Plan and a meeting between MCPs and CA-511 San Joaquin CoC on 8/26/22, the CoC identified that while they are not conducting a 2023 PIT Count, they are experiencing a need for additional resources as they plan for the 2024 PIT Count. | Funds will support staffing, volunteer recruitment, and incentives to ensure complete geographic coverage for the 2024 PIT Count. | \$4,500 | County of San Joaquin (Lead Entity of San Joaquin CoC 511) | 10/2022 – 3/2024 | 1.1 | Provider/ Partner Infrastructure |

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| 2. Supporting Coordinated Entry (CES) and HMIS Infrastructure | Based on the San Joaquin CoC Board Meeting on 8/11/22, there is a lack of coordination across referral and information systems between healthcare and homeless service entities. The coordination challenges related to data means that MCPs are limited in their information about members and their housing outcomes. Additionally, funds are needed to address gaps in infrastructure and staffing support for HHIP and other CalAIM activities. | Funds will support the CoC and community stakeholders to enhance their infrastructure and capacity to support HHIP and CalAIM coordination and partner training activities. Funds will support HMIS enhancements, staff capacity to support HHIP IP, technology infrastructure to include data exchange/MCP reporting, HMIS user fees, and user training. | \$45,000 | Central Valley Low Income Housing (CVLIHC) (CES and HMIS Administrator) | 10/2022 – 12/2023 | 1.2, 1.6, 2.2 | Provider/ Partner Infrastructure |

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| 3. Supporting Data Exchange Capabilities | Based on Gap and Needs Analysis- San Joaquin County's Health and Behavioral Health Care System for the Unhoused and AB 133, housing service providers need support with implementing data sharing agreements in alignment with HHIP program measures. | Funds will support efforts by housing service providers to uptake and operationalize the California HHS Data Exchange Framework: Single Data Sharing Agreement. | \$10,000 | HMIS lead agency and/or housing service organizations | 10/2022 – 12/2023 | 1.4 | Provider/ Partner Infrastructure |
| 4. Supporting Street Medicine Capacity Building | Based on Gap and Needs Analysis- San Joaquin County's Health and Behavioral Health Care System for the Unhoused and a meeting with Community Medical Centers on 9/7/22, there is the need to | Funds will support housing service providers with needed infrastructure and capacity development to support unsheltered individuals in San Joaquin County. | \$75,000 | Community Medical Centers Federally Qualified Health Centers (FQHC) | 10/2022 – 12/2023 | 2.1 1.6 | Provider/ Partner Infrastructure |

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|---------------------------------|---|---|------------------------|---|-------------------|---------------------------------|-----------------------------|
| | expand capabilities of the existing street medicine program. | | | | | | |
| 5. Supporting Housing Placement | Based on an 8/26/22 discussion with CA-511 San Joaquin CoC, a 9/7/22 meeting with Community Medical Centers, and an 8/18/22 meeting with San Joaquin Housing Authority, there is a need for additional interim/permanent housing to address health disparities and community needs. | <p>Funds will support housing voucher programs and housing developments including, but not limited to:</p> <ol style="list-style-type: none"> 1. Portable Modular Units at location in proximity to St. Mary's Dining Room, Stockton Shelter, and Community Medical Centers 2. Sonora Square Project (37 units for homelessness individuals with mental illness) 3. County HOME Funded | \$612,000 | Housing Authority County of San Joaquin and community housing providers | 10/2022 – 12/2023 | 1.3 1.4 1.6 3.5 3.6 | Direct Member Interventions |

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| | | Permanent Housing for Homeless Project 4. St. Mary's/STAND Permanent Housing for Homeless Projects | | | | | |
| 6. Supporting Housing Placement | Based on the San Joaquin Community Response to Homelessness Strategic Plan, and a meeting with San Joaquin CoC 511 on 08/26/22, and a community partner meeting in September, there is a community need for additional transitional and permanent housing. | Funds will support the development of interim shelter sites consisting of modular units, four dormitory style units and 1 administrative building: 1. Arbor Avenue Interim Shelter Site (48 units) 2. Brichetto Road Interim Shelter Site (65 units) | \$9,000 | City of Tracy Housing Authority | 10/2022 – 12/2023 | 1.4 1.6 3.1 3.5 3.6 | Direct Member Interventions |

| 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 |
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| 7. Supporting Housing Placement | Based off a community partner meeting in September, there is a community need for supplemental funding to recruit and sustain shelter staff. | Funds will help shelter organizations with additional financial support to recruit and retain current staff. | \$3,150 | Housing service providers | 10/2022 – 12/2023 | 1.6 | Direct Member Interventions |
| 8. 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 information and to receive timely alerts from their local HMIS when our member experiences a change in housing status. | 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 (REaL), sexual orientation and gender identity, (SOGI) and housing and | \$31,160 | Health Net | 10/2022 – 12/2023 | 1.2, 2.2, 2.3, 3.1, 3.3, 3.4 | MCP Infrastructure |

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| | | 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. | | | | | |

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 the San Joaquin Continuum of Care and our Plan Partner in San Joaquin 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 may 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, 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 in achieving bi-directional data connectivity; however, the success of these investments may depend on whether both the MCP and CoC/CES-HMIS lead agency 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 impact all three steps related to the timely transit of information – 1) Securely move the data between entities, 2) validating data quality, and 3) developing the ability to bucket the data within the MCP – and 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.

Finally, our ability to ultimately house our members and meet HHIP Priority Area 3 measures through investments in housing capacity 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 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, the steps that Health Net will take to avoid and/or mitigate impacts on the Investment Plan include, but are not limited to, the following:

- Establish and maintain ongoing communication channels between our Plan Partner and the CoC 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 and the CoC agreed to ongoing recurring meetings to discuss and assess HHIP implementation.
- 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 San Joaquin Continuum of Care's Letter of Support in the Investment Plan Appendix.

PART IV: Attestation

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

September 8, 2022

To: California Department of Health Care Services
Re: Housing and Homelessness Incentive Program (HHIP) Investment
Plan Letter of Support



The Stockton/San Joaquin Continuum of Care (SJCoC) is supportive of the California Department of Health Care Services (DHCS) Housing and Homeless Incentive Program Investment Plan(s) (IP) being submitted by Health Plan of San Joaquin and Health Net in San Joaquin County.

The SJCoC had the opportunity to engage and collaborate with our local Managed Care Plans (MCP), provide input on the IP, and were able to review the IP prior to the Medi-Cal MCP submission. The SJCoC 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 SJCoC 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 SJCoC 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 at (530) 601-0024.

On behalf of the Stockton/San Joaquin Continuum of Care Board of Directors,



Kate Hutchinson
Chair
Stockton/San Joaquin Continuum of Care

**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: San Joaquin

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
Print name

September 29, 2022
Date


Signature

Medi-Cal President
Title