



# INVESTMENT PLAN TEMPLATE

## HOUSING AND HOMELESSNESS INCENTIVE PROGRAM

September 30, 2022

Santa Clara County



## MCP INFORMATION

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

<b>MCP Name</b>	Anthem Blue Cross
<b>Lead Contact Person Name and Title</b>	Kris Kuntz, Housing Manager
<b>Contact Email Address</b>	Kristopher.kuntz@anthem.com
<b>Contact Phone</b>	619-240-6581

## PART I: INVESTMENTS

<b>Investment Activity</b>	<b>Gap or Need Addressed</b>	<b>Description (2 – 3 sentences for each activity)</b>	<b>Dollar Amount or Range</b>	<b>Recipient(s) or Recipient Type(s)</b>	<b>Timeline</b>	<b>HHIP Measure(s) Impacted</b>	<b>Domain Targeted</b>
1. CoC Infrastructure Support	The Santa Clara County Office of Supportive Housing (OSH) serves as the lead entity for the CoC. Currently there is a need for additional capacity at OSH to support the HHIP implementation work around data sharing, community training, and other CoC activities such	The funds will support OSH with staffing capacity to assist with the coordination and implementation of workplans that will impact HHIP metrics. Funds will support additional training capacity for community and MCP's around data entry and data collection.	\$814,000	OSH	10/1/22-10/31/23	1.1, 1.2, 1.4, 2.2, 3.3, 3.4	Provider/ Partner Infrastructure

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	as Coordinated Entry.						
2. CoC support in completing annual PIT count	OSH reported that there is a need for a recruiting strategy to increase volunteer participation. There was also a need to explore better methods for conducting the PIT count.	Funds will support the CoC/OSH to contract with a consultant to develop a recruiting strategy for increased volunteers. Funds will also support the testing and implementation of new methods and designs to better conduct the PIT counts in 2023 and 2025 including the involvement of people with lived experience.	\$59,400	OSH	10/1/22-1/1/25	1.1	MCP and Provider/ Partner Infrastructure
3. HMIS Expansion and Integration with MCP	Currently the HMIS does not have the capacity to integrate MCP data to identify homeless members. HMIS does not have ability to track members who are participating	Funds will support the creation of an API for HMIS to integrate MCP membership information to match members; update HMIS intake form to include health plan ID; and create mechanism to update MCP	\$123,200	Bitfocus/OSH	10/1/22-10/31/23	1.2, 2.2, 3.3, 3.4 3.5, 3.6	MCP and Provider/ Partner Infrastructure

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	in ECM or CS services or provide alerts on members housing status changes.	member's profiles. Funds will also support OSH staffing time to support planning and implementation.					
4. Street Medicine Infrastructure and Capacity	Currently there are limited street medicine services in Santa Clara County. The Valley Homeless Health Care Program (VHHP) provides backpack medicine services and mobile services however has limited funds to provide services in all geographies.	Funds will support infrastructure costs withing VHHP to develop reporting processes on MCP membership who received street medicine services. Funds will also support increased street medicine services through VHHP and connection to ECM and CS services.	\$69,080	VHHP	2 years	2.1	Provider/ Partner Infrastructure
5. Screening at Hospitals and Emergency Department	Currently there is not a standardized process for screening individuals for homeless status	Funds will support OSH to develop a standardized screening process for asking and collecting housing/homeless	\$134,200	OSH	10/1/22-10/31/23	3.1, 3.2, 3.3, 3.4	Provider/ Partner Infrastructure

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	within MCP's and community partners such as hospitals, FQHC's, and other community-based organization.	status across an array of health care and housing partners. Funds will specifically focus on ensuring standardized screening at local emergency rooms.					
6. Increase Homelessness Prevention System Resources	For every 2 households that exit homelessness, five more become homeless in Santa Clara County. The cost of housing in the region is extremely expensive and while the region has a coordinated homelessness prevention system, there is a gap between the need and resources available to prevent	A key strategy in the region's Community Plan to End Homelessness (2020-2025) is to increase homelessness prevention. Specifically, to reduce the inflow of people entering homelessness by 30% and to expand the number of people who receive prevention assistance to 2,500 annually. Funds will be invested into the existing homelessness prevention system, a network of 19 non-profit partners in the County. The	\$2,200,000	Homelessness Prevention System/Destination Home	10/1/22-9/30/24	1.2, 1.3, 1.4, 3.3, 3.4, 3.5, 3.6	Direct Member Interventions

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	homelessness.	Homelessness Prevention System can also be an access point for eligible households to be referred ECM and/or CS services.					
7. Internal Infrastructure to Engage Community Partners and Support Internal Housing and Homelessness Strategies and Operations	HHIP represents an incredible opportunity as well as a significant undertaking to truly engage community partners and implement local strategies to address homelessness among our members. While Anthem developed a housing and homelessness strategy in 2018 and has implemented various housing pilots to support learnings for CalAIM, it is not staffed	Funds will support Anthem to increase capacity with housing/homeless strategy staff and/or with consultants that will engage with local communities on addressing homelessness. Funds will also support internal operations to manage HHIP activities and reporting.	\$104,681	Anthem Blue Cross	10/1/22-10/31/23	1.1, 1.2, 1.3, 1.5, 1.7, 2.3, 3.1, 3.2	MCP Infrastructure

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	appropriately to take on a new MCP role as a critical local partner in addressing homelessness.						

## PART II: RISK ANALYSIS

Description of Anticipated Contingencies (500 - 1000 word limit)
<p>To achieve the HHIP goals and broader MCP goals of preventing and ending homelessness in Santa Clara County, Anthem anticipates the following challenges:</p> <ul style="list-style-type: none"> <li>• Certain measures, specifically measures related to data sharing, will take extensive discussions, significant funding, and a long timeframe to accomplish. Most likely not within the HHIP timeframes. There are some data sharing strategies that can most likely be accomplished but the long-term vision will take resources and time.</li> <li>• Like many CoC leads, OSH is challenged by staff capacity/bandwidth to take on new activities that fall outside of required federal and state requirements. Engagement with MCP's while extremely important poses a challenge for CoC's to take on in the near-term and be sustained over the long-term. Many of the HHIP metrics related to data sharing/Homeless Management Information System (HMIS), Coordinated Entry, and equity strategies will require significant bandwidth from OSH to accomplish.</li> <li>• Currently there are limited street medicine services in Santa Clara County based on the need. While programs are limited due to availability of funding, there is also a need for additional infrastructure for reporting MCP membership. Developing a contract with street medicine providers by December 2022 will be challenging also given that DHCS has not provided final guidance on a street medicine approach for MCP's.</li> <li>• Anthem is challenged by internal bandwidth to meet the expectations of HHIP and truly engage with the homeless system of care. Anthem views HHIP as a significant opportunity to build partnerships to address homelessness among members, but will need to enhance internal housing/homelessness infrastructure to meet the opportunity.</li> <li>• Majority of HHIP funds do not come until the end of the program after all metrics reported, making it challenging to really use the HHIP funds to impact measures. The investments outlined in the Investment Plan are contingent on meeting metrics which require collaboration with external housing and homeless system partners.</li> </ul>

- Like the rest of the state, Santa Clara County does not have enough housing that is affordable making it challenging to achieve the measure related to housing placements and retention.

While the above outlines specific challenges, the following identifies steps Anthem intends to take with the Investment Plan and HHIP activities to address those challenges and which aspects above might be affected by those challenges:

- Make investments in OSH to support enhanced CoC infrastructure to engage with Anthem, meet HHIP metrics, and align with community strategies. Develop HHIP project plan with OSH to ensure agreed upon activities. However, increasing staff bandwidth and understanding of MCP and efforts (ie CalAIM) may take time which is limited given HHIP measurement periods.
- Make investments in street medicine coordination infrastructure and direct street medicine services. Begin collecting data on members receiving street medicine services to understand impact.
- Make investments in strategic housing activities such as the homelessness prevention system to support members remaining housed and avoiding homelessness.
- Make investments in Anthem staff capacity to engage with community partners to ensure HHIP metrics are met to be able to receive incentive funds to reinvest in community gaps and needs.
- Anthem intends to use resources targeted to people experiencing homelessness under CalAIM, specifically Enhanced Care Management (ECM) and Community Supports housing services, to align with and leverage new community housing investments. While Anthem is limited in using funds to address actual housing resources, we intend to work with the community to determine ways to partner on the use of services in CalAIM to create more housing with supportive services.

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

See CoC letter of support in Appendix.

## **Part IV: Attestation**

See signed attestation as appendix.



# Santa Clara County Continuum of Care



September 22, 2022

Michelle Baass  
California Department of Health Care Services  
1501 Capitol Avenue, Suite 6130  
Sacramento, CA 94814

**RE: Housing and Homelessness Incentive Program Investment Plan Letter of Support**

Dear Ms. Baass:

I am writing on behalf of the Continuum of Care (CoC) in support of the Medi-Cal Managed Care Plans, (MCPs) Anthem Blue Cross and Santa Clara Family Health Plan, for their Housing and Homelessness Incentive Program (HHIP) Investment Plan to end homelessness in Santa Clara County.

The CoC had the opportunity to engage and collaborate with the MCPs, provided input on the Investment Plan, and were able to review the Plan prior to MCPs' submission to the California Department of Health Care Services. The CoC understands that the Investment Plan reflects a non-binding general direction for investments that the MCPs are willing to initially make to meet DHCS' HHIP metrics independent of how the MCPs plan to invest HHIP incentive funds once earned. The CoC also understands that the MCPs' HHIP investments are contingent on the MCPs meeting HHIP measures over the two-year program timeline. To this end, the CoC is committed to collaborating with the MCPs in Santa Clara County as they continue to engage with key stakeholders to meet HHIP metrics.

The CoC values the Managed Care Plans as a partner agency and appreciates your consideration of their application. If you have any questions, please feel free to contact our CoC Manager, Hong Cao at [hong.cao@hhs.sccgov.org](mailto:hong.cao@hhs.sccgov.org) or 408-314-1540.

Sincerely,



Jennifer Loving  
Chairperson, Continuum of Care Board

