



# INVESTMENT PLAN TEMPLATE

## HOUSING AND HOMELESSNESS INCENTIVE PROGRAM

September 30, 2022

Tulare 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 for CalAIM implementation	The Kings Tulare Homeless Alliance (KTHA) lacks staffing capacity to meet the needs of the MCP's for HHIP and broader CalAIM integration based on several conversation with the CoC.	Funds will support enhanced infrastructure capacity at KTHA for CES and CalAIM coordination to include MCP member identification and tracking of housing placement. Funds will support the creation of a CalAIM coordinator to be embedded in CES to support coordination of CoC with contracted ECM and CS partners for	\$194,646 (3-year budget)	KTHA	10/1/22-6/30/25	1.1, 1.2, 1.3, 1.4, 2.1, 2.2, 3.3, 3.4 3.5, 3.6	Provider/ Partner Infrastructure

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		increased referrals.					
2.HMIS Enhancements and Capacity	The United Way of Kings County operates the CoC's HMIS but lacks staffing capacity and technology infrastructure to meet HHIP and CalAIM data sharing needs based on meetings on (dates) with UnitedWay of Tulare/Kings who administers the HMIS platform.	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	\$91,080 (2-year budget)	United Way of Kings County	10/1/22-9/30/24	1.2, 1.4, 2.2, 3.1	Provider/ Partner Infrastructure
3.Racial Equity Coordinator and Equity Dashboards	KTHA has developed equity strategies including the desire to launch public racial equity dashboards that use HMIS data but does not have funds to implement. KTHA also has identified the need for staffing within the CoC to support the implementation of equity strategies based on several	Funds will support the creation of an Equity Coordinator for the CoC and the development of public facing HMIS racial equity dashboards. The dashboards are through a national HMIS software solution deployed in other CoC's and display disparity and system/program performance by	\$68,110 (3-year budget for Racial Equity Coordinator)  \$36,000 (2-year budget for Equity Dashboards with United Way of Kings County)	KTHA and United Way of Kings County	10/1/22-6/30/25	1.2, 1.6	Provider/ Partner Infrastructure

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	conversation with the CoC.	race.					
4. Street Medicine and Street and Mobile Showers for Encampments	<p>Currently Kaweah Health operates a limited Street Medicine Program. Additional resources will expand services to more individuals. KTHA and Tulare County concur that Street Medicine is a needed service.</p> <p>Currently there is an effort to bring mobile showers to individuals living in encampments but because of limited funds it is only has limited operations (days and hours) based on information from Tulare County.</p>	<p>Funds to Kaweah Health to expand existing Street Medicine team in Tulare and Kings Counties.</p> <p>Funds to KTHA to staff an outreach worker as part of Kaweah model.</p> <p>Funds to the County to increase the availability of mobile showers in the region to provide service to those living unsheltered. This can also be an access point to engage individuals for ECM and CS services.</p>	<p>\$161,280 Kaweah</p> <p>\$90,814 (3-year budget for KTHA Outreach Worker with Street Medicine Services</p> <p>\$141,600 for mobile shower operations</p>	<p>Kaweah Health</p> <p>KTHA</p> <p>Tulare County</p>	<p>10/1/2022-9/30/25</p>	<p>2.1, 3.3, 3.4, 3.5</p>	<p>Provider/ Partner Infrastructure</p>

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5. Project Homekey Units	Lack of affordable and available units. Currently there are 4 Project Homekey Developments that are projected to come online in the next 12 months but have a budget shortfall. The 4 projects represent a total of 220 new units of housing.	Funds will support Project Homekey Developments to ensure projects are able to be realized and permanently house members. Anthem will work with new projects to ensure connection to ECM and CS services.	\$480,000	Project Homekey Development Partners	10/1/2022-10/31/22	1.3, 3.3, 3.4, 3.5, 3.6	Provider/ Partner Infrastructure
6. New Shelter Beds	There is a lack of low-barrier shelter beds in region to meet the needs of those living unsheltered. Tulare County has a high rate of unsheltered homeless.	Funds will support shelter projects such as the Porterville Welcome Center, Neighborhood Village, and Visalia Navigation Center, among others to add additional shelter beds to CoC's inventory. Many of these projects are currently in the process of implementation and lack funds to bring on line. Anthem will work with partners on the shelter model to incorporate ECM	\$480,000	Kings View, Salt and Light, TC Hope/CSET	10/1/2022-10/31/23	1.2, 1.3, 3.3, 3.4, 3.5,	Provider/ Partner Infrastructure

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		and CS services into the services approach.					
7. Increase Drop In Center Access and Services	There are limited funds available to support operations and services within existing Drop In Centers in the region. These locations provide easy access to basic services for those living unsheltered including youth.	Funds will support Drop In Center operations at the consumer driven drop in center in Visalia and the Dream Center focused on youth experiencing homelessness and former foster youth. Will provide a physical place for engagement and referral to ECM and CS services.	\$12,000 Visalia Club House  \$24,000 Dream Center	Visalia Club House  Tulare County Office of Education	10/1/2022-10/31/23	1.2, 3.3, 3.4, 3.5	Provider/ Partner Infrastructure
8. 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	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	\$58,012	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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	a housing and homelessness strategy in 2018 and has implemented various housing pilots to support learnings for CalAIM, it is not staffed appropriately to take on a new MCP role as a critical local partner in addressing homelessness.	activities and reporting.					

## 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 Tulare 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, the Kings Tulare Homeless Alliance (KTHA) 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 KTHA to accomplish.</li> <li>• Currently there are limited street medicine programs operating in Tulare County. Anthem and Health Net have been</li> </ul>

engaged with Kaweah Health about expanding their street medicine program but more discussion is needed before any investment can happen. It may be difficult to finalize an agreement with Kaweah and be able to report data on members served by 12/31/22.

- 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.
- 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.
- Like the rest of the state, Tulare 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 KTHA to support enhanced CoC infrastructure to engage with Anthem, meet HHIP metrics, and align with community strategies. Develop HHIP project plan with KTHA 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.
- Continue to engage in discussions with Kaweah Health to determine the feasibility of expanding street medicine services currently being done in Tulare County and ensure data tracking and reporting processes.
- Make investments in strategic housing activities such Project Homekey sites and shelter that will specifically support homeless members to access housing and remain housed.
- 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.



September 14, 2022

To: California Department of Health Care Services

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

The Kings Tulare CoC led by the Kings Tulare Homeless Alliance (KTHA) is supportive of the California Department of Health Care Services (DHCS) Housing and Homeless Incentive Program Investment Plans (IP) being submitted by Anthem Blue Cross, CalViva Health, and Health Net in Kings and Tulare Counties. The CoC had the opportunity to engage and collaborate with Anthem Blue Cross, CalViva Health, and 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 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 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 CoC and KTHA are 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 at 559-723-7335 or via email at [mperez@kthomelessalliance.org](mailto:mperez@kthomelessalliance.org).

Sincerely,



Miguel Perez  
KTHA Executive Director

**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:** Blue Cross of California Partnership Plan, Inc.

**County:** Alameda, Alpine, Amador, Butte, Calaveras, Colusa, Contra Costa, El Dorado, Fresno, Glenn, Inyo, Kings, Madera, Mariposa, Mono, Nevada, Placer, Plumas, Sacramento, San Benito, San Francisco, Santa Clara, Sierra, Sutter, Tehama, Tulare, Tuloumne and Yuba.

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: Les Ybarra  
Print name

  
Signature

September 26, 2022  
Date

President Medicaid - CA  
Title