



INVESTMENT PLAN TEMPLATE

HOUSING AND HOMELESSNESS INCENTIVE PROGRAM

September 30, 2022

Alameda County



MCP INFORMATION

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

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

PART I: INVESTMENTS

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. Infrastructure Support for HHIP and CalAIM implementation	As the administrative entity for the Alameda CoC, HCSA is in need of additional staffing to meet the needs of HHIP with MCP's and coordinate CalAIM connection to the homeless response system.	Funds will support staffing capacity at HCSA to coordinate with the MCP's on various CoC activities. Fund will also support staffing at HCSA on CalAIM coordination and HHIP reporting.	\$54,000	HCSA	10/1/22-10/31/23	1.1, 1.2, 1.4, 1.6, 2.2, 2.3, 3.3, 3.4,	Provider/ Partner Infrastructure
2. PIT Count Support (2024)	The Alameda CoC is in need of funds to	Support the overall Count as well as enhance data	\$100,000	HCSA	10/1/23	1.1	Provider/ Partner

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	support the 2024 PIT Count. The CoC also is eager to conduct expanded data analysis to better understand the homeless population.	collection and analysis to get a deeper understanding of the health needs of people experiencing homelessness.					Infrastructure
3. Street Medicine Infrastructure and Capacity	Alameda County Health Care for the Homeless Program has a robust regional model to deliver street medicine services through 13 street medicine teams. However, the programs lack sustainable funding and generally rely on one-time private grants for operations.	Funds will support existing operations and expanded services for street medicine services. Funds will support infrastructure for data reporting/sustainable billing model. Investments will align with forthcoming DHCS street medicine APL.	\$500,000	Alameda County Health Care for the Homeless Program	10/1/22-10/31/23	2.1, 3.3, 3.4, 3.5	Provider/ Partner Infrastructure

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4. Housing Community Supports and Recuperative Care Expansion	While CalAIM housing CS services are live in Alameda County, there is a need for infrastructure investments in both CS Housing Navigation and Transition Services and Recuperative Care to scale and meet the need.	Funds will support start-up funding for hiring new direct-service staff (for community-based organizations), administered through HCSA in order to increase the number of housing navigation and tenancy sustaining service slots by up to 2,000 over two years (1,100 in year one), through new and existing providers. Funds will also support start-up funding (for community-based organizations), funded directly by health plans to increase the number of recuperative care beds by 50-75 beds.	\$700,000 Housing CS and Recuperative Care Expansion \$114,000 Recuperative Care Coordination Staffing	HCSA with distribution to community-based organizations	10/1/22-10/31/23	1.3, 3.3, 3.4, 3.5, 3.6	Provider/ Partner Infrastructure

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
5. Medically Frail Housing Start Up Funds	Currently there are not enough beds for individuals with significant medical challenges and who are experiencing homelessness. Alameda County HCSA identified this as a critical need in the community.	Funds will support increasing the number of medical frail beds by 70 for members experiencing homelessness with high medical needs and functional impairments. Funds will support startup funding for selected nursing and caregiver services providers to attach to new permanent housing.	\$480,000	HCSA	10/1/22-10/31/23	1.3, 3.3, 3.4, 3.5, 3.6	Provider/ Partner Infrastructure
6. Housing Financial Support	Currently there is not enough affordable and/or Permanent Supportive Housing (PSH) to meet the need in Alameda County. Alameda County has a significant homeless population with a high rate of unsheltered homelessness.	Funds will support permanent housing opportunities for Anthem who are experiencing homelessness and are medically frail/high utilizers, or at risk of becoming high utilizers (disbursed geographically in alignment with PIT). Funds will be an investment in local operating subsidy	\$1,000,000	HCSA	10/1/22-10/31/23	1.3, 3.3, 3.4, 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
	Alameda County HCSA identified this as a critical need in the community in alignment with the Home Together Plan.	pool (under development), including administration					
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	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

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
	staffed 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 Alameda County, Anthem anticipates the following challenges:</p> <ul style="list-style-type: none"> Alameda County has a robust existing approach to delivering street medicine services. While there is existing infrastructure it may take time to execute a contract or MOU with the County within the time frame of the first measurement period so as Anthem is able to report on members who received services. Equally as DHCS is aware of there are current conversations having about street medicine services that may impact Anthem’s approach in Alameda. 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. Anthem will not be the Medi-Cal MCP starting January 2024 given model change. This will most likely impact the development of a long-term partnership beyond HHIP timeframes and hinder sustainability of HHIP investments. Anthem has been coordinating closely and has a good relationship with Alameda Alliance for Health on HHIP but still the fact that Anthem will be exiting the County in 2024 will have some impact on how HHIP is implemented. Like the rest of the state, Alameda 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 HCSA to support enhanced CoC infrastructure to engage with Anthem, meet HHIP metrics, and align with community strategies. Develop HHIP project plan with HCSA 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 capacity building and work with Alameda County Health Care for the Homeless Program and provider network on sustainability plan from the beginning. Developing a new MOU/contract with the County may not happen by the first measurement period.
- Make investments in strategic housing activities such as housing navigation and recuperative care infrastructure, medically frail beds, and PSH 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.
- Be honest up front with County and CoC partners on Medi-Cal model change dynamics to develop understanding among homeless system partners that Anthem's time in the county is limited.
- 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.
- Continue to engage Alameda Alliance for Health and coordinate on HHIP activities, investments, and sustainability especially for street medicine program.

PART III: CoC LETTER OF SUPPORT

See CoC letter of support in Appendix.

Part IV: Attestation

See signed attestation as appendix.



9/27/2022

To: California Department of Health Care Services

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

The Oakland/Berkeley/Alameda County CoC is supportive of the California Department of Health Care Services (DHCS) Housing and Homeless Incentive Program Investment Plan(s) (IP) being submitted by Alameda Alliance for Health and Anthem Blue Cross in Alameda County. The Oakland/Berkeley/Alameda County CoC had the opportunity to engage and collaborate with Alameda Alliance for Health and Anthem Blue Cross to provide input on the IP, and were able to review the IP prior to the Medi-Cal managed care plan (MCP) submission. The Oakland/Berkeley/Alameda County 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 Oakland/Berkeley/Alameda County 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 Oakland/Berkeley/Alameda County 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,

[REDACTED]

Katie Haverly
Acting Executive Director of EveryOne Home
khaverly@everyonehome.org

**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

September 26, 2022
Date


Signature

President Medicaid - CA
Title