



INVESTMENT PLAN TEMPLATE

HOUSING AND HOMELESSNESS INCENTIVE PROGRAM

September 30, 2022

Nevada 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. CoC Infrastructure	The CoC has identified the need for additional support to work with MPCs on HHIP implementation specifically staffing support and HMIS capacity.	Investments will support CoC capacity to engage with MCPs on data sharing, HMIS access/user fees, administration, and equity activities. Investments will be directed to the Homeless Resource Council of the Sierra's (HRCS) which acts as the CoC lead agency for both Nevada and Placer Counties.	\$103,067	Homeless Resource Council of the Sierras and/or CoC's HMIS administrator	10/2022 – 10/2023	1.1, 1.2, 1.3, 1.4, 1.6, 2.2	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
2. PIT Count Support	The CoC identified additional funds to support strong 2023 PIT count	Funds will support incentives to participate in 2023 PIT count such as gift cards or other incentives to be provided to people responding to annual PIT surveys. Funds will be directed to HRCS who helps organize the PIT count.	\$8,834	Homeless Resource Council of the Sierras and/or homeless-serving community partners	1/2023 – 6/2023	1.1	Provider/ Partner Infrastructure
3. Street Medicine & Outreach Services	The CoC as identified the need to support outreach/ engagement efforts and leverage county investments to implement a navigation/resource center	Support implementation and operations of a central resource HUB where basic services are delivered and where multiple service providers including outreach teams can meet and provide services in a coordinated way.	\$117,791	Homeless Resource Council of the Sierras and existing street medicine providers	10/2022 – 10/2023	1.2, 1.3, 2.1, 3.1, 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
4. Enhancements to HMIS/CES infrastructure	Inadequate HMIS/CES capacity and infrastructure to effectively disaggregate data for timely and accurate data analysis to support more strategic deployment of resources	Funds will support data analysis and ability to separate data in HMIS/CES; support for HMIS platform infrastructure transition and updates to support MCP connectivity; CES “by-name list” data cleanup; updates to CES assessments and enhanced referral and screening processes to identify health needs and other risk factors, particularly for transitional age youth	\$50,061	Homeless Resource Council of the Sierras and CoC’s HMIS administrator	10/2022 – 10/2023	1.2, 1.6, 3.1, 3.3, 3.4, 3.5	Provider/ Partner Infrastructure
5. Collaborative Case Management Strategies	The CoC Board identified a need for stronger collaboration to improve health outcomes for individuals and enhanced collaborative tools and resources to enable work	Funding to support and incentivize collaborative case management across CoC community partners and build closed loop referral system within CES system.	\$44,172	Homeless Resource Council of the Sierras and homeless-serving community partners	10/2022 – 10/2023	1.1, 1.2, 1.6, 2.2, 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
6. Prevention & Diversion Services and Flexible Financial Assistance for Housing Lease Up	The CoC Board identified the need to have funds to support prevention/diversion services and flexible dollars to assist in obtaining housing.	Funds will support landlord engagement/advocacy, legal aid prevention/diversion services, and flexible financial assistance to get/keep individuals housed (ie. deposits, landlord incentives, furniture, etc.)	\$191,411	Homeless Resource Council of the Sierras and homeless-serving community partners	10/2022 – 10/2023	1.3, 3.5, 3.6	Direct Member Interventions
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	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.	\$17,484	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
	<p>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.</p>						

PART II: RISK ANALYSIS

Description of Anticipated Contingencies (500 - 1000 word limit)

To achieve the HHIP goals and broader MCP goals of preventing and ending homelessness in Nevada County, Anthem anticipates the following challenges:

- 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.
- Like many CoC leads, the Homeless Resource Council of the Sierra's (HRCS) 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 HRCS to accomplish.
- Currently there are no street medicine programs operating in Nevada County. Developing a street medicine program from the ground up will require extensive funding and time. Equally potential providers may be hesitant to start a new program without a long-term sustainable funding source. It may also take significant time to execute a contract or MOU with a street medicine provider within the time frame of the first measurement period so as Anthem is able to report on members who received services.
- 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.
- Like the rest of the state, Nevada 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 HRCS to support enhanced CoC infrastructure to engage with Anthem, meet HHIP metrics, and align with community strategies. Develop HHIP project plan with HRCS 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 outreach and street medicine capacity building and work with provider on sustainability plan from the beginning. Developing a new MOU/contract with a new provider who has never provided street medicine services in the county may not happen by the first measurement period.
- Make investments in strategic housing activities such as the collaborative case management efforts and flexible financial

assistance for prevention and diversion with community partners 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 HRCS 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.
- Engage MCP who will be taking over in 2024 early in the process and begin coordinating on HHIP activities and investments. Especially for sustainability with HHIP investments.

PART III: CoC LETTER OF SUPPORT

See CoC letter of support in Appendix.

Part IV: Attestation

See signed attestation as appendix.



HOMELESS RESOURCE COUNCIL OF THE SIERRAS

September 15, 2022

To: California Department of Health Care Services

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

The Nevada County Continuum of Care (CoC) is supportive of the California Department of Health Care Services (DHCS) Housing and Homeless Incentive Program Investment Plan(s) (IP) being submitted by Anthem Blue Cross and California Health and Wellness in Nevada County. The CoC has had the opportunity to engage and collaborate with Managed Care Plans (MCP), provide input on the IP, and were able to review the IP prior to 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 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 Samuel Holmes at samuel@hrcscoc.org.

Thank you,

Samuel Holmes, Executive Director, Homeless Resource Council of the Sierras

Jennifer Singer, Chairperson - Nevada County Continuum of Care CA-531



