



INVESTMENT PLAN TEMPLATE

HOUSING AND HOMELESSNESS INCENTIVE PROGRAM

September 30, 2022

Sacramento 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 Support for CalAIM implementation	The CoC lead agency, Sacramento Steps Forward (SSF), needs support with overall project coordination and management, capacity building, addressing disparities, offering provider trainings, data/HMIS development and implementation, and CES development, implementation,	Funds will support SSF staffing, consultation services, communication, technology, and trainings. Funds will support SSF in developing and maintaining a centralized intake/referral network including data management and reporting; offering training and support to CBOs and MCPs on CES and HMIS; providing quality	\$1,290,000	SSF	10/1/22-6/30/2024	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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	and maintenance. There is a need for ongoing coordination and integration between the CoC, County, City & MCPs and an opportunity to build on the success of the community adopted Local Homeless Action Plan (LHAP).	assurance and technical assistance; and implementing equity initiatives to address MCP member needs. Funds will support SSF in coordinating the LHAP.					
2.Street Medicine Capacity	There are currently limited street medicine services in the County. Primarily existing programs are funded with a variety of grants. There is also a need to coordinate street medicine providers to ensure targeting, geographic coverage, and consistency with approach.	Funds will support the expansion and integration of street medicine services throughout the county and linkages to the CalAIM and provider community. Funds will be used to support coordination, infrastructure, and expanded street medicine services through increased funding for staffing, supplies, travel,	\$500,000	County of Sacramento, Street Medicine Providers	10/1/22-10/31/23	2.1, 3.3, 3.4, 3.5	Provider/ Partner Infrastructure

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		and other operations costs.					
3.Landlord Engagement and Assistance Program	There is a need for more strategic, centralized, and focused engagement of landlords and acquisition of rental units on behalf of the homeless system. Various rental assistance programs often go underutilized because of the struggle to find a unit. This is a critical gap outlined in the LHAP.	Funds will be used to pay for services, support administrative capacity of the County contracted CBOs, and expand landlord subsidy/incentive (lease up bonuses, holding fees, and damage funds, etc.). This is a key strategy within the LHAP. As part of the County model, individuals receiving ECM and CS services are target populations for this intervention.	\$2,000,000	County of Sacramento with distribution to CBO	10/1/22-10/31/23	1.3, 3.5, 3.6	Provider/ Partner Infrastructure
4. Increase Street outreach, Coordinated Access diversion, and housing navigation	As part of the recently adopted Sacramento LHAP, the community identified street outreach, diversion services, and supportive services in	Funds will support the community to begin working on the strategies identified in the LHAP. Funds will support trainings, customer support, ombudsman development,	1,500,000	SSF with distribution to homeless services providers	10/1/22-10/31/23	1.2, 1.3, 3.3, 3.4, 3.5	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
	shelters as both gaps and strategies to pursue.	program consultation, and stipends for people with lived experience who serve as Coordinated Access Navigators. Funds will also support increased service delivery for outreach, diversion, and housing navigation support.					
6. Enhanced Services for ECM Members	Engagement among members experiencing homelessness varies among those referred for ECM services. Many ECM members lack financial resources to accomplish housing goals.	Funds will support a pilot to pay for a Samaritan membership for 100 ECM members in partnership with ECM partners including Elica, Sacramento Covered, and Wellspace. A Samaritan “Membership” will provide both direct financial support and added social supports to ECM members in partnership with	\$100,000	Samaritan with distribution to ECM members	10/1/22-10/31/23	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
		their ECM provider.					
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 appropriately to take on a new MCP role as a critical local partner in	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.	\$202,574	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
	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 Sacramento County, Anthem anticipates the following challenges:</p> <ul style="list-style-type: none"> • 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. Additionally the community is moving to implement the Social Health Information Exchange (SHIE), with the County leading the effort, but the SHIE will not come on line during the HHIP measurement period. The SHIE will including housing and homeless data from HMIS. A challenge for HHIP will be to implement some short-term temporary strategies just to meet to HHIP metrics, while continuing to support the SHIE to accomplish things like “alerts” and other HHIP goals around data sharing. • Like many CoC leads, Sacramento Steps Forward (SSF) 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 SSF to accomplish. • Currently there are limited street medicine programs operating in Sacramento County among a few organizations. While programs are limited due to availability of funding, there is also limited coordination across providers. 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. • 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, Sacramento 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 SSF to support enhanced CoC infrastructure to engage with Anthem, meet HHIP metrics, and align with community strategies. Develop HHIP project plan with SSF 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 that are aligned with the LHAP such as the County's centralized landlord engagement program and additional housing services including street outreach, diversion, and enhanced services at shelter programs.
- 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.



**SACRAMENTO
STEPS FORWARD**

Ending Homelessness. Starting Fresh.

September 16, 2022

To: California Department of Health Care Services

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

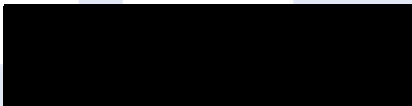
To Whom It May Concern,

On behalf of the Sacramento County Continuum of Care (CoC), represented by Sacramento Steps Forward, we submit this Letter of Support as an endorsement of the California Department of Health Care Services (DHCS) Housing and Homeless Incentive Program Investment Plan(s) (IP) being submitted by Aetna Better Health of California, Anthem Blue Cross Partnership Plan, Health Net Community Solutions, Kaiser Permanente, and Molina Healthcare of California Partner Plan in Sacramento County.

The CoC had the opportunity to engage in and collaborate with the Plans, provide input on the IP, and review the IP prior to the Medi-Cal managed care plan (MCP) submission. The CoC understands that the IP reflects a non-binding consensus on the general direction for investments by the MCPs in order 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 to me directly at (916) 200-6553.

Sincerely,



Lisa Bates

Chief Executive Officer

Sacramento Steps Forward

lbates@sacstepsforward.org

