



INVESTMENT PLAN TEMPLATE

HOUSING AND HOMELESSNESS INCENTIVE PROGRAM

September 30, 2022

San Francisco 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 Department of Homelessness and Supportive Housing (HSH) is in the process of redesigning the Coordinated Entry System (CES) including expanding the use of administrative data for prioritization.	<p>Funds will support HSH to build data infrastructure and data sharing with MCP's, explore administrative data for CES prioritization.</p> <p>Funds will support data integration efforts including the procurement of IT infrastructure/platform</p> <p>Funds will also support PIT count strategies, HSH consulting services, and to move existing racial equity</p>	\$400,000	HSH	10/1/22-10/31/23	1.1, 1.2, 1.4, 1.6, 2.2, 3.3, 3.4	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
		strategies forward					
2. Street Medicine Capacity	Currently there are limited street medicine services. Anthem does not currently have a contract with any existing street medicine providers. The Department of Public Health has some existing services along with a consortium of providers. San Francisco has a large unsheltered population.	Funds will support the expansion of existing street medicine services. Funds will also support data infrastructure to report on MCP membership. Efforts will align with forthcoming DHCS Street Medicine APL.	\$240,000	DPH, Street Medicine Providers	10/1/22-10/31/23	2.1, 3.3, 3.4, 3.5	Provider/ Partner Infrastructure
3. Housing Navigation Infrastructure and Capacity	Currently HSH is the process of developing a hub concept for the deployment of housing navigation services. There is a	Funds will support infrastructure and capacity within HSH for housing navigation services launch. Funds will support the testing of limited housing	340,000	HSH	10/1/22-10/31/23	1.2, 3.3, 3.4, 3.5, 3.6	Provider/ Partner Infrastructure

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	need to create some additional capacity and infrastructure and test intervention prior to launch.	navigation services prior to system launch.					
4. Improving Accessibility in older PSH Stock	Many of the City's existing Permanent Supportive Housing (PSH) stock is old and cannot facilitate access to people with mobility issues. This limits the number of people with mobility issues who can access existing PSH.	Funds will support the physical enhancements to the City's existing PSH stock to increase accessibility. Funds will provide City departments with funds for capital improvements so that more individuals experiencing homelessness with disabilities/mobility challenges can access PSH.	\$160,000	City/County	10/1/22-10/31/23	1.3, 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. Flexible Housing Pool	There are currently limited housing units for people experiencing homelessness. People experiencing homelessness have a difficult time finding an available housing unit even if they have a form of rental assistance.	Funds will support the expansion of the San Francisco Flexible Housing Pool, a partnership of the City/County and private funders including Tipping Point and operated by Brilliant Corners. Funds will support landlord engagement efforts to cultivate private market rental units for members experiencing homelessness.	\$500,000	Brilliant Corners	10/1/22-10/31/23	1.3, 3.3, 3.4, 3.5, 3.6	Direct Member Interventions
6. 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	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.	\$57,394	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
	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 addressing homelessness.						

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 San Francisco City/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. The community is also working on enhanced data sharing activities across County departments such as HSH, DPH, and others.
- Like many CoC leads, HSH 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 HSH to accomplish.
- HSH is in the process of developing a new long-term vision and plan to address homelessness in San Francisco. At the time of this Investment Plan development the plan was still in process. While these strategies come from HSH recommendations, the hope is that additional investments can really help move the new plan forward.
- Currently there are limited street medicine programs operating in San Francisco. While programs are limited due to availability of funding, there is also a need for additional coordination across providers and County departments. 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, San Francisco 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 HSH to support enhanced CoC infrastructure to engage with Anthem, meet HHIP metrics, and align with community strategies. Develop HHIP project plan with HSH 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 housing navigation capacity, capital improvements to PSH stock, and the Flexible Housing Pool with Brilliant Corners to support members getting housed and staying 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.

SAN FRANCISCO LOCAL HOMELESSNESS COORDINATING BOARD



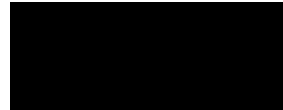
Monday September 12, 2022

To: California Department of Health Care Services
Re: Housing and Homelessness Incentive Program (HHIP) Investment Plan Letter of Support

San Francisco's Local Homeless Coordinating Board (LHCB) is a nine-member advisory body that is appointed by the Board of Supervisors, Mayor, and the Controller. The LHCB is the governing body for the San Francisco Continuum of Care (CoC CA-501). The LHCB serves as the lead independent body for coordinating homeless policy, McKinney funding, and San Francisco's Continuum of Care implementation. Our Board includes representation from a range of homelessness system stakeholders.

The LHCB is supportive of the California Department of Health Care Services (DHCS) Housing and Homeless Incentive Program Investment Plan(s) (IP) being submitted by the San Francisco Health Plan (SFHP) and Anthem Blue Cross, San Francisco's two Medi-Cal Managed Care Plans (MCPs). San Francisco's Department of Homelessness and Supportive Housing (HSH), as well as other departments and homelessness stakeholders, engaged and collaborate with SFHP and Anthem, provided input on the IP, and will review the IP prior to submission. The LHCB 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 LHCB 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 LHCB 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,



Mary Kate Bacalao and Del Seymour

Co-Chairs San Francisco Local Homelessness Coordinating Board

Del Seymour
Co-Chair

Mary Kate
Bacalao -
Co-Chair

Kelley Cutler

James Loyce

Brenda Jewett

Andrea Evans

Rev. Megan-

Rohrer

Charles Minor, Staff

**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