

Medicaid Innovation Accelerator Program

Tools and Resources for Building State Medicaid- Housing Agency Partnerships

National Learning Webinar

September 12, 2019

3:00 PM – 4:30 PM ET



Logistics for the Webinar

- All participant lines will be muted during today's webinar.
- To participate in a polling question, exit out of full-screen mode.
- Use the chat box on your screen to ask a question or leave a comment.
- Please complete the evaluation in the pop-up box after the webinar to help us continue to improve your experience.

Welcome and Background

Melanie Brown

Technical Director

Medicaid Innovation Accelerator Program (IAP)

Center for Medicaid and CHIP Services (CMCS)

Centers for Medicare & Medicaid Services (CMS)

Purpose and Learning Objectives

- Webinar participants will—
 - identify tools that are available to support state Medicaid and housing agency partnerships.
 - understand how the tools can be customized to meet states' unique needs.
 - learn from the experience of three states that used these tools and have implemented successful Medicaid and housing agency partnerships.

Polling Question

Who is joining us on the webinar today (organizational affiliation)?

- State Medicaid agency
- State housing agency
- Other state agency
- Regional or local housing organization
- Regional or local support/service provider
- Managed care organization
- Advocacy organization
- Contractor/vendor
- Other

Agenda

- Welcome and Background
- Framework for IAP State Medicaid-Housing Agency Partnerships Toolkit
- Examples of Successful State Medicaid-Housing Partnerships—Virginia, Michigan, and Oregon
- Questions and Discussion
- Closing Remarks

Medicaid IAP

- The end goal for IAP is to increase the number of states moving toward delivery system reform.
- IAP is not a grant program; IAP provides targeted technical support.
- Consistent with statute, CMS does not provide Federal Financial Participation for room and board in home and community-based services.

State Medicaid-Housing Agency Partnerships Track

- IAP Partnerships track goals include—
 - increasing state adoption of individual tenancy sustaining services to assist Medicaid beneficiaries.
 - facilitating partnerships with housing agencies.
- States received technical support and participated in peer-to-peer learning opportunities to—
 - identify goals and resources.
 - create and implement action plans.

Partnerships Track States' Key Accomplishments

- Established Medicaid-housing cross-agency partnerships.
- Worked to align existing housing and health care policies.
- Developed or expanded data matching to target resources, examine costs, and measure the impact of supportive housing.
- Developed policies and mechanisms to increase supportive housing and other community integration opportunities.

Framework for IAP State Medicaid-Housing Agency Partnerships Toolkit

Melanie K. Starns, MAG

Director

IAP State Medicaid-Housing Agency Partnerships Track

IBM Watson Health (consultant)

Francine Arienti, MA

Human Services Director

Technical Assistance Collaborative, Inc.

Toolkit Overview

- Based on IAP partnerships track states' experience
- Modules include—
 - Introduction and Overview
 - Driver Diagram
 - Services Crosswalk
 - Housing Assessment
 - Gap Analysis
 - Action Planning Process
 - Glossary of Terms

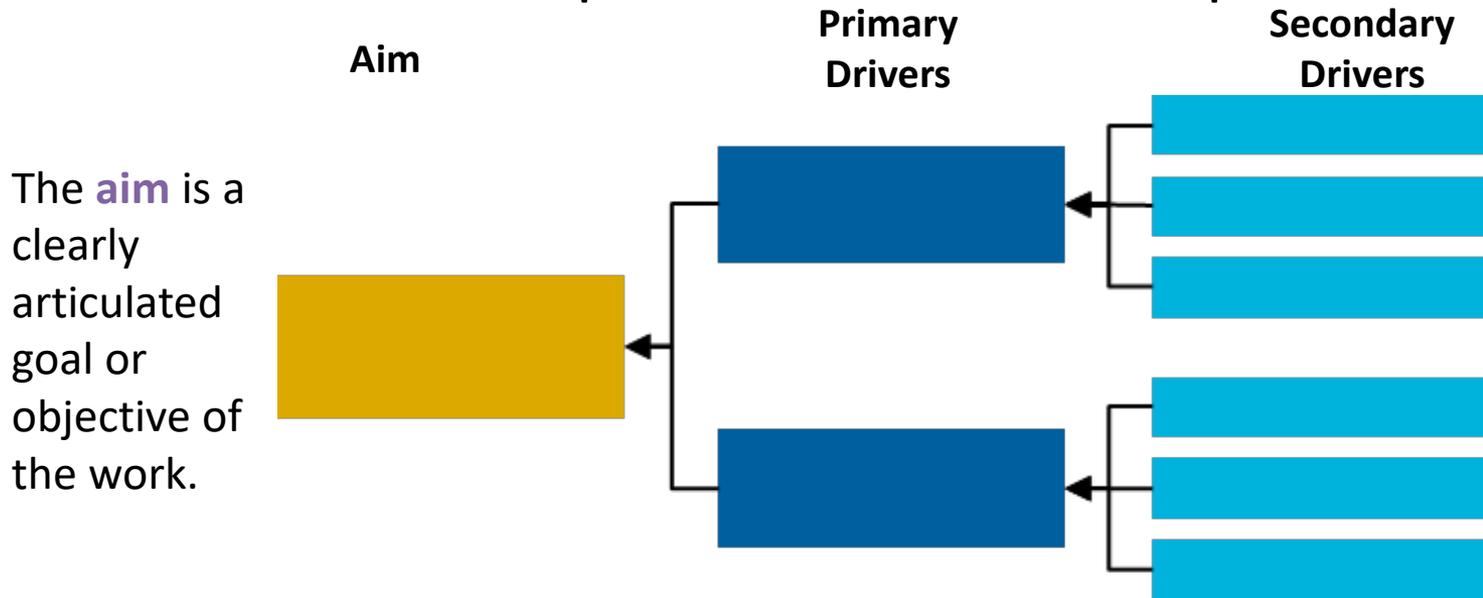


Goal Setting: The Driver Diagram

- Driver diagrams can quickly convey goals and objectives and associated actions and interventions.
- Each driver diagram has at a minimum—
 - an aim statement—a quantifiable goal for overall success.
 - primary drivers—high-level or system-level factors expected to lead to the aim.
 - secondary drivers—actions and interventions designed to achieve the primary drivers.
- Driver diagrams inform detailed action plans.

Driver Diagrams

A **Driver Diagram** is a way of describing the elements that need to be in place to achieve an improvement aim.



Primary drivers are system components or factors that contribute directly to achieving the aim.

Secondary drivers are actions, interventions, or lower-level components necessary to achieving the primary drivers.

Housing-Related Services Crosswalk

- Purpose: to identify the currently available housing-related services and supports (defined in Glossary).
- Shows the relationships between:
 - Services
 - Target populations
 - Funding
 - Other pertinent information

Housing-Related Services Crosswalk

What housing-related services does the state currently provide?	What funding sources (name and/or authority) currently are paying for these services?	What agency currently administers/oversees the funding for this service?	What funding mechanism(s) are used for housing-related service(s)?	For what eligible population(s) is this service covered?	Is the service offered statewide? If not, in what geographic areas is it offered?

Affordable Housing Program Resource and Policy Assessment

- Populate with state-specific allocations for various housing program resources.
- Helps identify and understand affordable housing resources available in your state.
- Includes considerations for using each resource to help identify opportunities to develop and expand supportive housing for the state's target population(s).

Assessing Current Housing Resources, Policies, and Opportunities

Program	Resource Type			Administering State Agency	Number of vouchers, units or dollars administered	Applicable Eligibility Requirements Related to Age, Disability, Income, Homeless and Citizenship Status, or Other Factors	Any Allowable Targeting for Individuals With Specific Disabilities Types or Who Are Homeless or Institutionalized	State's Current Targeting Policy? Is There a Preference for the State's Target Population(s)?
	Capital	TBRA	PBRA					
State PHA HCV	NA	X	X					
State PHA Public Housing	NA	NA	X					
Section 811 PRA	NA	NA	X					
LIHTC	X	NA	NA					
HTF	X	NA	X					
HOME	X	X	NA					
CDBG	X	NA	NA					
CoC - PSH	X	X	X					
State Capital Funds	X	NA	NA					
State Rental Assistance	NA							

Abbreviations: CDBG, Community Development Block Grant; CoC-PSH, Continuum of Care Permanent Supportive Housing; HCV, Housing Choice Voucher; HOME, HOME Investment Partnerships Program; HTF, Housing Trust Fund; LIHTC, Low-Income Housing Tax Credit; PBRA, Project-Based Rental Assistance; PHA, Public Housing Authority; PRA, Project Rental Assistance; TBRA, Tenant-Based Rental Assistance.

Service and Housing Systems Gap Analysis

- Designed to prompt states to consider gaps between current reality and their Medicaid-Housing partnerships goals.
- Presents a series of housing- and services-related questions for states to consider after completing the housing assessment and services crosswalk tools.
- Helps identify many of the strategies and action steps that will make up the state's Action Plan.

State Action Plan

- Template helps states capture the goals, objectives, and action steps needed to achieve partnerships goals
- For each action step, the state should specify—
 - lead staff/agency responsible.
 - other key partners involved.
 - start and target completion date.
 - ongoing progress on status of implementation.
- Template includes a sample list of potential activities, organized by key Medicaid-housing agency partnerships focus areas.

Glossary of Terms

- List of housing-related terms, acronyms, and concepts commonly used, that may be encountered as states seek to build partnerships between health care and housing systems.
- States are encouraged to expand the glossary to include their own acronyms, programs, and concepts.
- Glossaries can be useful in helping to establish a common language among partners.

Questions?



Building State Medicaid-Housing Partnerships

Virginia Medicaid-Housing Partnerships

Ann F. Bevan, Director
Division of Developmental Disabilities
Virginia Department of Medical Assistance
Services

Virginia Medicaid-Housing Partnerships

The Past is the Past

- In 2012, Virginia entered into a Settlement Agreement with US Department of Justice focused on intellectual/developmental disabilities (I/DD).
- As part of the 126 settlement provisions, housing outcomes were identified.
- Developed infrastructure and partnerships with agencies that had key roles in reaching our goals.
- Developed and entered into a Memorandum of Understanding (MOU) for I/DD.

Virginia Medicaid-Housing Partnerships

Who's Got Your Back?

- Our Partners!
 - Department of Housing and Community Development;
 - Virginia Housing and Development Authority;
 - Department of Behavioral Health and Developmental Disabilities; and
 - Department of Medical Assistance Services.
- Committees and worker bees
- Stakeholders with valuable input

Virginia Medicaid-Housing Partnerships

Admitted We Needed Help

- IAP goals:
 - Expand and restructure existing committee.
 - Operationalize the restructure.
 - Develop methods to maximize existing permanent supportive housing (PSH) capacity.
- Crosswalk components
- Partners added to the party
- Outcomes
 - Change in focus. Be inclusive!
 - Action Plan

Virginia Medicaid-Housing Partnerships

People Get It

- Shifted the existing relationship to focus more on permanent supportive housing (PSH).
- Partners work very closely, including legislative actions.
- Joint Subcommittee Studying Mental Health Services in the Commonwealth in the 21st Century (SJ47) - housing reports
- Executive Order 25
- Expansion of supportive housing benefit

Virginia Medicaid-Housing Partnerships

Create Plans...Then Change Them

- First phase helped form the Action Plan
- Action and Strategies
 - Maximize use of existing Medicaid services to fund housing transition services.
 - Building out the Housing benefit under COMPASS
 - Expand PSH Low Income Housing Tax Credit.
 - Secure additional PSH through Affordable and Special Needs Housing Program.
 - Building understanding and awareness of positive outcomes associated with independent housing

Questions?



Michigan Medicaid-Housing Partnerships

Paula Kaiser Van Dam, Director
Bureau of Community Services
Michigan Department of Health &
Human Services

Michigan Medicaid-Housing Partnerships

- Michigan was part of the 2nd cohort of states to participate in the IAP (2017-2018).
- Participation in the IAP created alignment for what we should focus on
 - Need for more PSH units
 - Coverage of Tenancy Support Services
 - Launching a Frequent User Pilot
 - Using data to understand the need

Michigan Medicaid-Housing Partnerships

- Contracted with Corporation for Supportive Housing (CSH) to complete the Medicaid crosswalk related to tenancy support services.
- Utilized the other tools as well.
- IAP coaches were very helpful in keeping us focused and developing a realistic action plan.

Michigan Medicaid-Housing Partnerships

- MI has submitted a 1915i State Plan Amendment, to take effect 10/1/19.
- Modified the state's Qualified Allocation Plan related to the distribution of the Low Income Housing Tax Credit to favor building more PSH units.

Michigan Medicaid-Housing Partnerships

- Provided training on high quality PSH.
- Conducted a data match between the state's Homeless Management Information Systems data and state Medicaid data.
- Launched a Frequent User Pilot for individuals identified in the data match
- Forthcoming activities

Questions?



Oregon Medicaid-Housing Partnerships

Kenny LaPoint, Assistant Director
Housing Stabilization
Oregon Housing & Community Services

Oregon Medicaid-Housing Partnerships

- In 2015, Oregon state agencies joined IAP:
 - Housing and Community Services (OHCS)
 - Oregon Health Authority (OHA, Medicaid Agency)
 - Oregon Dept. of Human Services (DHS)
- Partnerships across these agencies were shallow prior to IAP.
- Through IAP, developed memoranda of agreement, interagency agreements, a services crosswalk, and a formal executive reporting structure across agencies.

Oregon Medicaid-Housing Partnerships

- In July 2017 the Statewide Supportive Housing Strategy Workgroup (SSHSW) was formed by OHCS and OHA.
- SSHSW's mission is to advise OHCS and OHA on key program and policy considerations.
- SSHSW concluded its work in Fall 2018, and final recommendations were incorporated into [OHCS' Statewide Housing Plan](#) released in February 2019.

Oregon Medicaid-Housing Partnerships

- PSH is one of six priorities for OHCS.
- Rebid process required Coordinated Care Orgs to identify how they would utilize their resources to affect Statewide Housing Plan priorities.
- The Statewide Housing Plan and SSHSW recommendations were used to formulate OHCS and OHA Agency Request Budgets. assistance and PSH services

Oregon Medicaid-Housing Partnerships

- \$54.5 million requested in resources for PSH.
- In June 2019, Oregon Legislature approved request for PSH resources.
- Request includes \$50 million for development capital and \$18 million (per biennium) for ongoing rental.

Oregon Medicaid-Housing Partnerships

Additional Resources and Links:

OHCS Statewide Housing Plan:

<https://www.oregon.gov/ohcs/pages/oshp.aspx>

Recently released op-ed from Director Salazar (OHCS) with quotes from Director Allen (OHA):

<https://www.myoregon.gov/2019/07/12/permanent-supportive-housing-cost-effective-and-life-saving/>

Questions and Discussion



Closing Comments

Melanie Brown

Technical Director, Medicaid IAP
CMCS, CMS

Key Takeaways and Lessons Learned

- Start by analyzing the current system and processes.
- Communicate effectively.
- Create an actionable plan.
- Appreciate the value of data.
- Leverage existing resources.
- Take advantage of relevant technical support.
- Toolkit will be available: www.medicaid.gov/state-resource-center/innovation-accelerator-program/program-areas/community-integration-itss

Speaker Contact Information

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Thank You!

Thank you for joining us!

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