

Steering Committee Meeting Notes

Date & Time: March 11, 2021, 1:00-2:30pm

Committee Members in Attendance

- Jennifer Ablog, Kaiser Permanente
- Michelle AlaChappelle, Steering Committee Consumer Representative
- Kelly Bennett, Sacramento Covered
- Jerry Bliatout, Health And Life Organization
- Ellen Brown, UC Davis Health
- Andrea Uvais, Access Dental
- Larry Carmichael, The Salvation Army
- Danielle Cannarozzi, LIBERTY Dental
- Samantha Earnshaw, Lutheran Social Services
- Amara Evans, Peach Tree Health
- John Foley, Sacramento Self Help Housing
- Alicia Gonzalez, Sacramento Native American Health Center
- Britta Guerrero, Sacramento Native American Health Center
- Kate Hutchinson, Lutheran Social Services
- Erin Johansen, Hope Cooperative
- Gabriel Kendall, 211
- Tahirih Kraft, Sacramento Self Help Housing
- Baktash Larmal, Elica Health Centers
- Liz Larrarte, Aetna Better Health
- Cathy Lumb-Edwards, Kaiser Permanente
- Blanca Martinez, Molina Healthcare
- Kristi Abbott, One Community Health
- Jazmin Orozco, One Community Health
- Keilani Paneda, Sutter Health
- Effie Ruggles, River City Medical Group
- Eric Schwimmer, Anthem Blue Cross
- Elissa Southward, Dignity Health
- Sydney Turner, Health Net
- Ane Watts, Anthem Blue Cross
- Michele Watts, Sacramento Self Help Housing
- Hazaiah Williams, Elica Health Centers

- Joil Xiong, Sacramento Covered
- Kyle Stefano, Sacramento Covered
- Amber Simms, Dignity Health
- Destiny Rockwood, Access Dental
- Paula Ackerman, Health Net
- Kelli Weaver, Sacramento County
- Julia Burrows, City of Sacramento

Support Team Members in Attendance

- Lisa Chan-Sawin, Transform Health
- Rana Suliman, Transform Health
- Gretchen Schroeder, Transform Health
- Alexis Sabor, Transform Health
- Rochelle Mulondo, Transform Health
- Arely Lopez, Transform Health

Program Updates

- Changes at the City
 - Lisa Chan-Sawin: Thank you all for coming! We have quite a few updates so we are going to jump right in. We are operating the program under new City leadership as of January 2021. Emily Halcon is no longer with the City. Our new project leads are Bridgette Dean, the Interim Director of the Office of Community Response, and Danielle Foster, the Housing Policy Manager. The Pathways program has been directed to prioritize housing-related activities to ensure enrollees maintain stable housing as they transition out of this program.
- Dashboard
 - Kyle Stefano: From the left top corner, total services provided from inception to February 15th is 312,208. We have had 2,246 total enrollments with 889 currently active in Pathways. The other items have similar numbers from last reporting. We have more folks in permanent housing than transitional now which is good to see.
 - Lisa Chan-Sawin: It's great to see that our program has been very consistent over time.
- Meeting Calendar for 2021
 - Alexis Sabor: This is the latest meeting calendar for 2021. We are still going to be meeting with Steering quarterly and we will be meeting monthly for the transition workgroup. Calendar invites have been sent out to everyone. If you have additional staff, you would like us to add during future meetings, please do not hesitate to let me know.
 - Lisa Chan-Sawin: One of the reasons why we are meeting monthly for Transition Workgroup is because there is lots of activity and new guidance happening between

now and July in terms of planning, executing transitions, and engaging with Health Plans and providers.

- Celebrating 2020 Successes and DHCS Appreciation Awards
 - Lisa Chan-Sawin: Thanks to the hard work of everybody, we were able to sustain and maintain services during the pandemic. We figured out a way to extend the Pathways program through December 2021. The Sacramento City Council and Pathways Executive Committee found a way to self-fund a transition and ramp down even if we did not get federal approval for a waiver. We are happy that we don't have to tap into the contingency plans because the State and the Feds did extend the Pathways program. That was a sigh of relief for everyone. I want to give our service providers the space to share what they were proud to accomplish with their team.
 - Kyle Stefano: We are very proud of our team who continued to do what they do even when situations got harder and harder.
 - Baktash Larmal: I am proud of our entire organization and all our partners for not being afraid to go out there.
 - Lisa Chan-Sawin: We know 2020 was a hard year and it's important to celebrate some of these successes. The State felt similarly as well. DHCS is providing appreciation certificates for anyone that contributed to WPC. We wanted to recognize some unsung heroes who have been doing a lot of the hard work, as far as this program. We felt that the direct service staff deserve the recognition. We've coordinated with the State and received certificates for all Pathways staff listed in the Online Toolkit directory. The certificates will go out this week and you will receive them soon. We hope this is just a small token of appreciation for all the hard work you've all been doing.
- DHCS Updates
 - ECM & ILOS – Impacts on WPC
 - Lisa Chan-Sawin: As mentioned earlier, the State and Feds extended the CA 1115 waiver through December 31, 2021. In response to this, we were able to extend our program through December 31, 2021 as well. We know that the state and CMS are negotiating some technical changes needed to ramp down this program. They are very clear that WPC and Health Homes sunsets at the end of the year. We've been told very clearly by the City that transition has to happen in 2021. In tandem, California is in the middle of a huge Medi-Cal transformation effort called CalAIM. The State has issued a new version of the CalAIM proposal – which was originally released in 2019 but delayed because of the pandemic. We are going to be focusing on the components that impact Pathways and the WPC pilot. The State is very clear that both WPC and Health Homes enrollees will be grandfathered into ECM beginning January 1st, 2022. This includes fee for service enrollees. There is a new requirement that all Medi-Cal enrollees must be enrolled into managed care. Health Plans are required to submit their ECM/ILOS

Model of Care to the state by July 1st of this year. This means both WPC and Health Homes have a clear successor program. Housing support services will be funded through In Lieu of Services. The State has added incentive payments to plans for investing and building local capacity. Many of you may be asking what are those approved In Lieu of Services? Please look at the ILOS menu.

- Sydney Turner: Regarding the incentive piece, the intent there is for managed care plans to partner with providers to draw down those funds, not just for managed care plans, but for those providers who need support building that infrastructure. We are here for support.
- Lisa Chan-Sawin. Thank you for adding that color. This is definitely an opportunity for partnership.
- Sydney Turner: I think the goal is identifying what these members are accessing today to support continuity of care, which is why the mapping discussions are so important. We can slow-roll in adding the ILOS in 6-month increments if we aren't able to stand up all 14 from the beginning.
- Lisa Chan-Sawin: There is intense pressure from the State to maintain current services, so those are some things we will be thinking through with our plan partners. One issue that continues to come up is provider credentialing. Many of our clinical providers are well aware and know what that process is like, but some of our social service and housing providers would need to learn what that process will look like and what's feasible. We will be having many conversations moving forward both on designing what our transition looks as well as what's coming next. We are going to be moving enrollees into this new program beginning January 1, 2022. One of the things that we are doing as we think about to ensure stability for enrollees are budget drills and talking to service provider partners to carefully think about how we are designing this ramp down. This is an important conversation we are going to have within the next month. As enrollees and their housing is stabilized, we may want and need to flip folks into the Health Homes Program so we can focus on stabilizing existing enrollees. As for housing programs, we may not be able to help them maintain that housing. Across the County there are a lot of conversations about how to keep people housed, and for those who are unstably sheltered, like those in the COVID shelters, how do we collectively rehouse those individuals. I mentioned there are four ECM/ILOS documents that are out for stakeholder feedback. The State public comment period for these documents is tomorrow end of day. The Model of Care template spells out what the design and implementation and administration of the ECM/ILOS will look like. It included the transition plan for WPC and Health Homes. The State also issued contract templates for plans to

use. There are also some coding guidelines for recording by the plans for this program. Model of Care is due July 1st.

- Sydney Turner: We know that DHCS is looking to revise the target populations, so we think that that information may be coming in late April/early May. This plays into how the rates are developed. We're hearing from the State that we'll get the rate guidance on the May 31, 2021.
- Ellen Brown: Are you creating revised budget documents for us?
- Lisa Chan-Sawin: We are actively doing a lot of budget drills and forecasts. We need to have conversations with our partners, too. One of the things the City asked us to do is to prioritize and ensure that current enrollees are stable and that we are not contributing to the problem on the ground to the growing numbers of homeless unsheltered individuals in the city and county. One question we are asking is what does it take to keep folks housed? What are additional activities we need to fund? The State will issue some guidance.
- Ellen Brown: Thanks Lisa. So you anticipate we'll get those in the next 3 months?
- Lisa Chan-Sawin: That's right.

Discussion Items

- Pathways in 2021
 - Priorities for the City
 - Lisa Chan-Sawin: The City shared that they want us to prioritize housing. We've been looking at various cohorts to understand who really is at-risk of losing housing. We know that there are 250 people who are at-risk of losing their housing in 2021 because they do not have a permanent subsidy. Last fall, SHRA had directed everybody to put a pause in HCV vouchers. For folks who really do need a permanent subsidy, they need permanent supportive housing. There's only about 250 PSH slots in the County and while some new slots coming this year, they are slow to become available. SHRA is now accepting vouchers again. Beyond that, our housing partners also work on family reunification, master leases, etc. As some of the housing programs come to an end, how do we keep people housed? What are the other available programs that can be leveraged? One thing we will be working with our housing partners and Sac Covered from a data management end is to figure out the level of overlap between these populations. We need to think through what the strategy is to stabilize these cohorts.
 - 2021 Contracting
 - Lisa Chan-Sawin: We've been working with the City on contract extensions. We are working hard to get those contracts out and in front of the council on April 6th. We are trying to minimize any changes that are needed in these contracts

because we don't want to delay the execution of the contracts. The City would like to add to our one-time housing expense fund. These are the contracting activities we are expecting in Q2.

- Kelly Bennett: Thanks for the rundown. This is a bit of new information today on the contracting front. I'm having concerns about the implications of a week without having a contract, just given the data management component. How does that impact the DSA, BAAs, and other entities?
- Lisa Chan-Swin: The Data Sharing Agreements that all the partners have signed actually go through the end of this year. It needs to be extended until next year to do the final report. The reporting period for the last 6 months of 2021 is due in April of 2022.
- Kelly Bennett: I'm more concerned about the lapse in service contracts for which the DSAs and BAAs are tied to.
- Lisa Chan-Sawin: We are pushing hard on City attorney to get contract language out ASAP. We don't want any lapses either. The major change to the housing contract is allowing one-time housing funds to cover client debt.
- Blanca Martinez: By adding the client debt to the one-time cost, how much do you estimate it will cost to pay for that one-time housing?
- Lisa Chan-Sawin: We set aside \$5,000 per client, currently. We can see from the data that the first and last month's rent have gone up in Sacramento. Many clients are expected to pay double deposit, not just one. We will allow payment of the client's debt using those funds.
- Partnering with the Health Plans
 - Lisa Chan-Sawin: The plans have established a coordinating committee and have invited the city and county to participate on that committee. One of the things that we started doing is meeting with the plan partners to begin aligning our transition efforts with ECM requirements. There's a big mapping exercise underway. One thing we thought that would support everybody is leveraging the steering committee, TWG meetings, and learning collaborative to share more about the Model of Care, get reactions, or do things like provider/partner showcases.
- Committee Meeting Format
 - Rana Suliman: We wanted to get a sense from you all what would be your preferred peer sharing and exchange format in upcoming committee meetings?
 - Rana Suliman: It looks like our preferred formats are presentations / showcases, followed by all of the above, and then facilitated discussion. Thank you for your input!
- Transition Planning
 - Key dates for ramp down

- Rana Suliman: The Model of Care will need to be submitted to DHCS by July 1st. Are there any questions or thoughts about this?
- Lisa Chan-Sawin: We are in this Q2 planning phase, but we will get more clarity by July 1st. We will need to pivot quickly to develop transition providers for our frontline staff. The state has been thinking a lot about these transition activities. The State does expect that we get client consent which can be written or verbal.
- Transitioning Enrollees out of Pathways
 - Rana Suliman: The Pathways Support team will continue to support you in many ways.
 - Lisa Chan-Sawin: Your feedback is very important to us. Please reach out to me or the Pathways Support Team any time. Thank you for being a thought partner with us and going through this journey together.