

CalAIM Community Supports Initial Lessons Learned and Recommendations





Introduction

*As one of the state's most experienced Medi-Cal partners, **Health Net works hand-in-hand with the state to transform and enhance Medi-Cal** – and is a key partner in its implementation of CalAIM. At the six-month mark of CalAIM implementation, Health Net has identified early lessons learned and recommendations for the broader healthcare community. These insights are focused on the “Community Supports” benefits of CalAIM. These include, but are not limited to, housing supports and medically tailored meals to **help build best practices** for partners throughout California's health care safety net.*

What is CalAIM?

“California Advancing and Innovating Medi-Cal (CalAIM) is a long-term commitment by the Department of Health Care Services (DHCS) to transform and strengthen Medi-Cal. This approach aims to offer Californians a more equitable, coordinated, and person-centered approach to maximizing their health and life trajectory.”

– Department of Health Care Services

What is the vision of CalAIM?

“Our vision is to meet people where they are in life, address social drivers of health, and break down the walls of health care. CalAIM will offer Medi-Cal enrollees coordinated and equitable access to services that address their physical, behavioral, developmental, dental, and long-term care needs, throughout their lives, from birth to a dignified end of life.”

– Department of Health Care Services

Community Supports: Services to Address Social Drivers of Health

California's incredible diversity is reflected and magnified in its Medi-Cal population. But, we know that Medi-Cal enrollees often experience health disparities at a higher rate because of social drivers. These include socioeconomic status, health literacy, housing, food insecurity, implicit bias and more.

To advance health equity, it's critical to address social drivers of health, especially for the state's most vulnerable residents. One of the main tools within CalAIM to achieve that are Community Supports services. DHCS strategically designed these services to address social drivers, which have not historically been covered by Medi-Cal. These include:



-  Housing Transition Navigation Services
-  Housing Deposits
-  Housing Tenancy and Sustaining Services
-  Short-Term Post-Hospitalization Housing
-  Recuperative Care (Medical Respite)
-  Day Habilitation Programs
-  Respite Services

-  Nursing Facility Transition/Diversion to Assisted Living Facilities
-  Community Transition Services/ Nursing Facility Transition to a Home
-  Personal Care and Homemaker Services
-  Environmental Accessibility Adaptations (Home Modifications)
-  Medically Supportive Food/Meals/ Medically Tailored Meals
-  Sobering Centers
-  Asthma Remediation

Health Net's Approach to Launching Community Supports

We bring focused and unmatched knowledge of the diverse and specialized needs of the people we serve. That includes experience managing the complexities of coordinated care across large public programs, so our members don't have to. **We leveraged this expertise to develop our CalAIM implementation model, which is built on four foundational pillars:**



A Focus on Health Equity

Health Net has made health equity a priority for the past two decades. We have developed structures and processes that support equity, such as the collection and analysis of race, ethnicity, language and other key equity indicators (on an opt-in basis) and ongoing cultural competency and implicit bias trainings. Our Chief Health Equity Officer champions these and other company initiatives to ensure consistency and effective execution across teams. Health Net has recruited diverse providers to ensure **our network meets the unique cultural, linguistic, clinical and social needs of our communities**. These partners have track records serving the needs of California's most vulnerable residents.



Our Unique History of Local Engagement

As one of the state's most experienced Medi-Cal partners, **we know healthcare starts at the community level and is best delivered locally**. With decades of experience, we've worked closely with local organizations to build a robust and responsive provider network. That's included partnering with local organizations and integrating non-traditional Medi-Cal providers into the state's health care safety net. Doing so allows us to offer Medi-Cal enrollees coordinated and equitable access to whole person care. This includes services that address social drivers of health, as well as the physical, behavioral, developmental and other needs of enrollees.



Local Investments & Partnerships

Health Net has invested **more than \$100 million in over 500 community-based organizations** – investments that have allowed organizations to pilot and advance promising ideas, build a foundation for providing Community Supports and/or sustain critical resources. We actively support organizations skilled at advancing health equity who know their communities best.



Our Belief in Trusted, Local Input

We constantly strive to proactively engage with **local organizations that are already trusted in their communities** to provide culturally targeted care to our members. Informed by community input and knowledge of local needs, Health Net better understood the most impactful Community Supports and developed a comprehensive, culturally responsive Community Supports network.

Lessons Learned & Recommendations: Phase One of CalAIM Implementation

1 Extensive collaboration with plan partners and providers is paramount

Key Finding: At the direction of DHCS, Health Net and our plan partners collaborated in an unprecedented manner to minimize administrative burdens on providers, counties and others. We extended this model of collaboration and support to our relationships with locally embedded providers.

Recommendation: Day by day, week by week, work hand-in-hand with plan partners, aligned to the vision and goals of CalAIM. **Lean into the deep knowledge of local providers** who are viewed as trusted advisors by residents. Their county-specific knowledge is critical to deliver the culturally responsive care that is key to reducing health disparities within the Medi-Cal population.

2 Foundational need for operational support and funding for local providers

Key Finding: By design, Health Net brought many Community Supports providers into the company's network who were new to Medi-Cal managed care. This meant that the development of infrastructure, capacity building and operational support was key to meet program requirements, as required by DHCS. Comprehensive trainings and funding ensured providers were prepared to deliver care from day one of implementation.

Recommendation: **Continue to invest** in workforce development, training and recruitment to build new capacity and invest in technology to support service efficiency and reach.

3 Essential role of timely and complete data sharing

Key Finding: Accurate data allowed Health Net to understand the Community Supports needs of the communities we serve, which greatly informed how and where we are implementing Community Supports and who we identify as the providers best suited to serve our Medi-Cal members.

Recommendation: **Leverage connected information systems** that offer integrated data on social drivers of health that impact Medi-Cal members to ensure they are receiving the care they need. Closing the information loop between Community Supports programs and CBOs will result in a more seamless beneficiary experience.





Best Practices

Extensive Collaboration with Plan Partners and Providers

When building our Community Supports program, Health Net worked collaboratively with other Medi-Cal Managed Care Plans (MCPs) and our valued community partners to create a seamless experience for both members and providers, many of which had no prior knowledge of CalAIM or direct experience in the medical or health care industries.

To support their essential roles, Health Net invested in developing a series of training and resources for our providers and communities, including:

- **Pre-onboarding Trainings:** Health Net offered trainings on CalAIM and Community Supports even before contracted providers were determined and before Community Supports was launched. This allowed Health Net to reach local providers who were previously outside of the health care system and had never worked with Medi-Cal managed care but were **the best organizations to serve our Medi-Cal members under CalAIM.**
- **Operational Trainings:** At the launch of CalAIM, Health Net offered ongoing trainings and technical support, including how to submit claims, authorizations, making referrals, etc. **This ensured that our Community Supports providers were ready to deliver on expectations** and are comfortable working with MCPs. Health Net remains connected to Community Supports providers for ongoing support.
- **CalAIM Roundtables:** Health Net collaborated with MCP partners statewide to **implement local-level CalAIM Roundtables in each county** to assess CalAIM implementation, assess Enhanced Care Management (ECM) and Community Supports needs and gap within the community, inform community-wide investments, share best practices, and gather local lessons learned.





Foundational Need for Operational Support & Funding for Local Providers

In April 2022, in collaboration with our MCP partners, Health Net released a Request for Applications (RFA) related to the DHCS CalAIM Incentive Payment Program (IPP). IPP funding is intended to complement and expand ECM and Community Supports in the following ways:

- **Build appropriate and sustainable capacity**
- **Drive MCP investment in necessary delivery system infrastructure**
- **Bridge current silos across physical and behavioral health care service delivery**
- **Reduce health disparities and promote health equity**
- **Achieve improvements in quality performance**
- **Incentivize MCP take-up of Community Supports**

(continued)



Foundational Need for Operational Support & Funding for Local Providers *(continued)*

Through the RFA, Health Net seeks to support our contracted ECM and Community Supports providers by funding the following activities to ensure successful CalAIM implementation:



Ensuring ECM and Community Supports providers have access to the following:

- Electronic Health Record
- Care Management Documentation System
- Billing Systems/Services
- Health Information Exchange
- Closed Loop Referrals



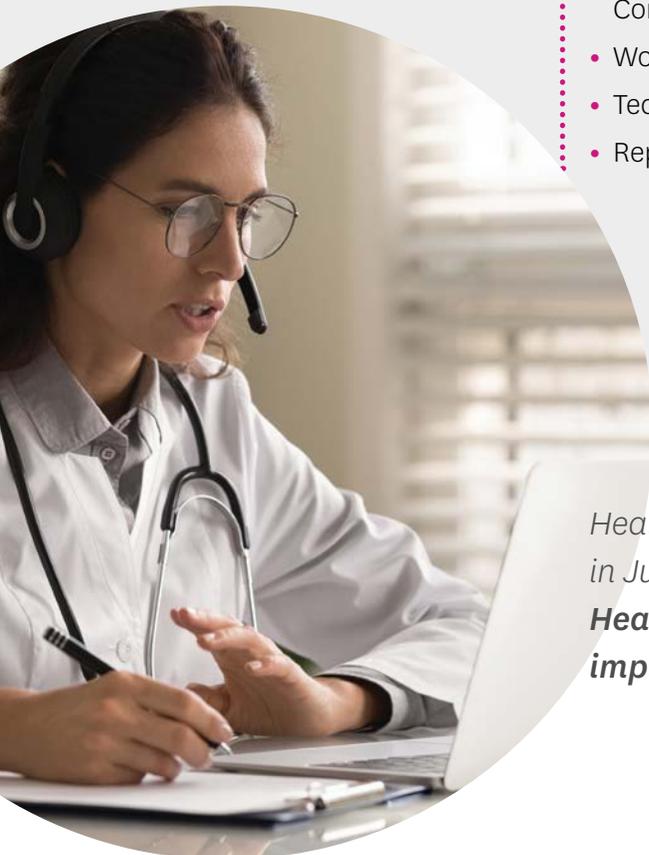
Providing financial support for the following:

- ECM and Community Supports Provider Capacity Building
- Building compliance and oversight capabilities to ensure populations within the county are effectively served
- Hiring of core ECM and Community Supports staff
- Training of core ECM and Community Supports staff
- Workflow Redesign
- Technical Assistance
- Reporting Capabilities



Supporting improvements to Quality Reporting

- Inpatient Hospital Stays and Readmissions
- Emergency Department (ED) Visits
- Depression Screening and Follow Up Care
- Mental Illness and/or Alcohol or other Drug Abuse Dependence
- Follow Up
- Hypertension Control
- Homeless Population Focus
- Metabolic monitoring for Children/Adolescents on
 - Antipsychotics
 - Permanent Housing
 - Homeless Comprehensive
 - Diabetes Care



Health Net's IPP funds will be awarded to provider applicants in June 2022 with funds released in July 2022.

Health Net commends the state for supporting CalAIM implementation with this critical program.



Best Practices

Essential Role of Timely and Complete Data Sharing

We know accurate data collection and exchange facilitate better care coordination. As Health Net prepared for the Community Supports program launch, our industry-leading Data Analytics Team studied the potential need for each Community Supports, by county. This helped ensure that we could tailor our networks to county-specific needs across California.

Health Net is also building on our existing data sharing capabilities to facilitate connections between data exchanges such as Electronic Health Records, Social Health Information Exchanges, DHCS and more. Integrating social drivers of health data captured by these exchanges will ensure members can receive the care they need when they need it.



Looking Ahead: Next Phase of CalAIM Implementation

Health Net is on track to implement the next phase of CalAIM reforms in July 2022. As the state continues to implement CalAIM through 2027, Health Net is committed to leveraging our expertise and working hand-in-hand with the state, our MCP partners, providers and community partners to ensure CalAIM's success.

Nevertheless, despite all the planning by the state, Health Net and our partners, coordinating the implementation of CalAIM is a massive and complex initiative. There have been bumps in the proverbial road for MCPs and challenges undoubtedly lie ahead. Addressing those challenges requires a proactive, collaborative approach. That's because Health Net and other MCPs can only move as quickly as local resources allow.

However, **Health Net is committed to providing necessary resources to build the capacity required to serve Medi-Cal members who need CalAIM services.** As we work through that process, the state has wisely built in a twice-yearly review to reassess what care may or may not be able to be delivered.