

# HOUSING AND HOMELESSNESS INCENTIVE PROGRAM



HHIP PROGRESS REPORT  
WINTER 2024



CalOptima Health



## WHAT IS HHIP?

The Housing and Homelessness Incentive Program (HHIP) was a voluntary incentive program offered by the California Department of Health Care Services (DHCS). HHIP allowed Medi-Cal managed care plans (MCPs) to earn incentive funds for improving health outcomes and access to whole person care services by addressing homelessness and housing insecurity as social drivers of health and health disparities. It was directly tied to CalAIM, California Advancing and Innovating Medi-Cal, the statewide effort to expand the Medicaid program.

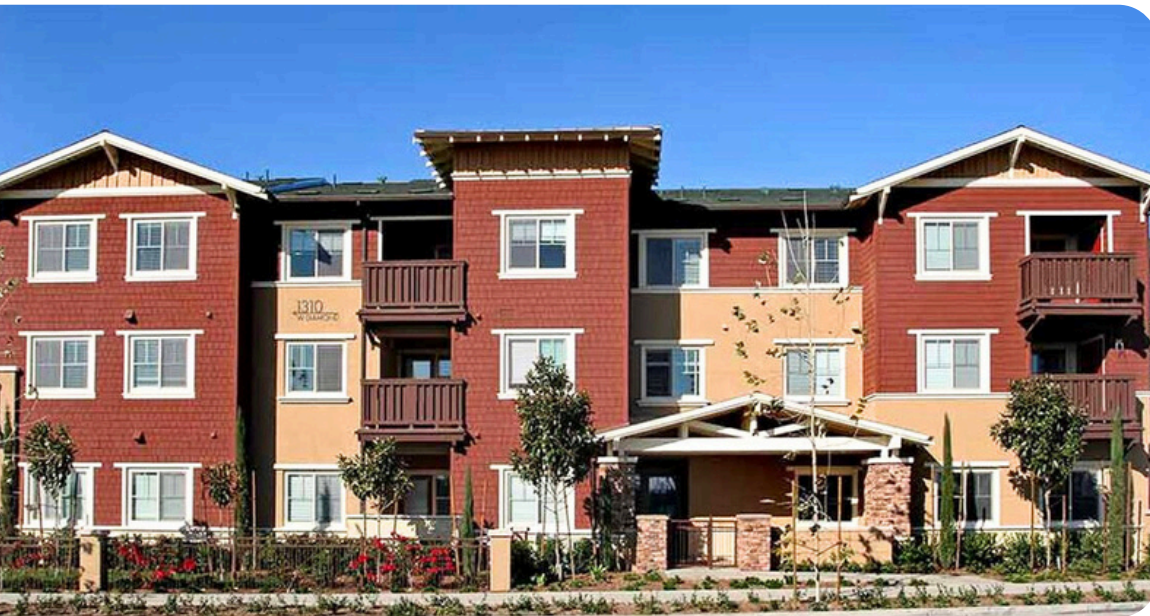
### A Critical Component of CalAIM

HHIP drove local investments that helped spur community-based organizations to participate in CalAIM as new service providers, connecting members to new services and benefits.

# TIMELINE OF PARTICIPATION

<b>APRIL 2022</b>	<b>LETTER OF INTENT SUBMITTED</b> Indicated to DHCS our election to participate	NO RELATED INCENTIVE
<b>JUNE 2022</b>	<b>LOCAL HOMELESSNESS PLAN SUBMITTED</b> In collaboration with the Continuum of Care	INCENTIVE EARNED <b>\$4.19M of \$4.19M</b>
<b>SEPT 2022</b>	<b>INVESTMENT PLAN SUBMITTED</b> Approved by the Board of Directors to drive investments in the community	INCENTIVE EARNED <b>\$8.38M of \$8.38M</b>
<b>FEB 2023</b>	<b>MEASUREMENT 1 SUBMITTED</b> Baseline setting and reporting on initial achievements	INCENTIVE EARNED <b>\$22.28M of \$29.3M</b>
<b>DEC 2023</b>	<b>MEASUREMENT 2 SUBMITTED</b> Reporting on achievements after 10 months	INCENTIVE EARNED <b>\$38.08M of \$41.9M</b>
<b>MARCH 2024</b>	<b>END OF PROGRAM</b>	

Incentives were typically drawn down a few months after the related submission.



# OUR LOCAL HOMELESSNESS PLAN (LHP): A ROADMAP FOR SUCCESS

## NEEDED APPROACH IDENTIFIED IN THE LHP

## RESULTING SUCCESSES TO-DATE

Boost regional coordination and engagement to enhance linkages to housing and services.



Four county-wide systems change grants awarded and increased collaboration with Continuum of Care.

Increase street-based case management, physical and behavioral healthcare, and housing navigation.



Launched street medicine in three cities and purchased a recovery center.

Better identify those at-risk of homelessness and experiencing homelessness through the Point-in-Time Count .



Funded PIT survey and the count; and had CalOptima leadership participation.

Provide navigation and tenancy services to support individuals in identifying and sustaining housing.



Onboarded 70+ housing navigation providers and funded the Whatever it Takes Program.

Work closely with landlords to provide deposits for damage claims, unit holding fees, and incentives.



534 Individuals served through "Whatever it Takes," which included property owner incentives.

Expand diversion and prevention resources.



Funded Anaheim-based diversion program and "Whatever it Takes" prevention services.

Develop equity strategies targeted at populations disproportionately impacted by homelessness.



18 community-based organizations received Equity Grants.



# OUR INVESTMENT STRATEGY

CalOptima Health secured \$72.9 million of the \$83 million dollars it was eligible for through the DHCS HHIP initiative. In addition, CalOptima Health’s Board of Directors committed \$87.4 million to support these efforts. The total \$160.3 million is being invested in the community using the following strategy:

	AMOUNT COMMITTED	AMOUNT INVESTED	AMOUNT TO BE INVESTED
<b>PRIORITY 1.</b> Delivery of services and member engagement	\$3.6M	\$3M	\$600,000
<b>PRIORITY 2.</b> Infrastructure to coordinate and meet member housing needs	\$9.8M	\$9.4M	\$400,000
<b>PRIORITY 3.</b> Partnerships and capacity to support referrals (capital)	\$98.3M	\$93.3M	\$5M
<b>PRIORITY 4.</b> Innovation and implementation of strategic interventions	\$10.88M	\$10.88M	\$0
<b>AMOUNT YET TO BE COMMITTED TO A PRIORITY</b>	\$37.73M	\$0	\$37.73M
<b>TOTAL</b>	<b>\$160.3M</b>	<b>\$116.58M</b>	<b>\$43.73M</b>

Amounts yet to be granted are planned for distribution in 2025.

# HHIP COMMUNITY INVESTMENTS

Presented on the following pages are the organizations that have been awarded grant funding to support executing our HHIP Priorities. Each grant award has a well-defined scope of work, SMART objectives and is actively managed by the CalAIM grants team to ensure outcomes for our members and the community.



## PRIORITY 1. DELIVERY OF SERVICES AND MEMBER ENGAGEMENT

These organizations were provided funding to help coordinate services across our system through the continuum of care and to ensure we receive feedback directly from our members receiving these services.

GRANTEES	AWARD AMOUNT
Office of Care Coordination; Continuum of Care	\$2,200,000
Pulse for Good (Total Project)	\$800,000



Pulse for Good Participants (included in the budget above):

Access California Services	\$30,000	Lutheran Social Services of Southern California	\$30,000
Advanced Healthcare Administration	\$30,000	Mercy House	\$30,000
Collette's Children's Home	\$30,000	Orange County Asian and Pacific Islander Community Alliance	\$30,000
Families Forward	\$30,000	PATH	\$30,000
Family Assistance Ministries	\$30,000	Pathways of Hope OC	\$30,000
Family Promise OC	\$30,000	South County Outreach	\$30,000
Friendship Shelter	\$30,000	The Hub Resource Center	\$30,000
HIS-OC	\$30,000	The Salvation Army	\$30,000
Illumination Foundation	\$30,000	Thomas House Family Shelter	\$30,000
Korean Community Services	\$30,000	WISEPlace	\$30,000
Leading Purpose	\$30,000		

**\$9.4  
MILLION  
GRANTED**

**PRIORITY 2. INFRASTRUCTURE TO COORDINATE AND MEET MEMBER HOUSING NEEDS**

These organizations were supported to build their organizational capacity to provide housing-related supportive services. They generally received awards under our capacity building and equity funding opportunities.

<b>GRANTEE</b>	<b>AWARD AMOUNT</b>
Access California Services	\$498,427
Advance OC	\$100,000
AIDS Services Foundation OC, aka Radiant Health Center	\$474,490
Alianza Translatinx	\$221,600
Asian American Senior Citizens Service Center	\$300,000
City of Anaheim	\$200,000
Colette's Children's Home	\$350,000
Community Action Partnership of Orange	\$79,203
Families Forward	\$275,128
Family Assistance Ministries (FAM)	\$350,000
Family Promises of OC	\$300,000
Friendship Shelter	\$197,608
Grandma's House of Hope	\$80,000
Grandma's House of Hope	\$50,000
Homeless Intervention Services of OC	\$370,000
Latino Health Access (LHA)	\$500,000

<b>GRANTEE</b>	<b>AWARD AMOUNT</b>
Lutheran Social Services of Southern California	\$250,000
My Safe Harbor, Inc.	\$100,000
OC Family Justice Center Foundation	\$82,860
OC United Together, Inc.	\$100,000
Orange County United Way	\$1,588,215
PATH	\$883,637
Pathways of Hope	\$280,000
Shelter Providers of Orange County, Inc., DBA HomeAid Orange County	\$100,000
South County Outreach	\$130,000
Southland Integrated Services	\$450,000
StandUp for Kids	\$198,024
The Eli Home, Inc.	\$175,000
The Kennedy Commission	\$100,000
Thomas House Family Shelter	\$254,033
Vital Access Care Foundation (VACF)	\$100,000
WISEPlace	\$315,400

### PRIORITY 3. PARTNERSHIPS AND CAPACITY TO SUPPORT REFERRALS

These organizations were provided funding for capital projects that helped to build out the county's stock of affordable, transitional and permanent supportive housing. Ultimately, the effort was to ensure our partners had the housing resources needed to serve our members.

**\$93.3  
MILLION  
GRANTED**

GRANTEE	AWARD AMOUNT
American Family Housing	\$2,951,660
Anaheim Housing Authority	\$3,878,420
C&C Development	\$8,000,000
Casa Youth Shelter	\$4,000,000
City of Anaheim - Housing and Community Development Department	\$1,500,000
City of Anaheim/Anaheim Housing Authority	\$2,000,000
City of Brea	\$6,028,492
City of Yorba Linda	\$3,100,000
Community Action Partnership of Orange	\$98,340
Community Development Partners	\$8,000,000
Families Forward	\$2,500,000
Friendship Shelter	\$3,850,000
Golden State Recuperative Care, Inc.	\$3,500,000
Hart Community Homes, Inc.	\$4,000,000

GRANTEE	AWARD AMOUNT
Illumination Foundation	\$3,000,000
Jamboree Housing Corporation	\$4,721,241
Kingdom Causes dba City Net	\$1,337,170
Korean Community Services dba KCS Health Center	\$2,500,000
Mercy Housing California	\$1,500,000
Mind OC/Be Well OC	\$5,000,000
National Community Renaissance of California	\$1,334,677
Orange County Housing Finance Trust	\$4,000,000
Pathways of Hope	\$1,500,000
Shelter Providers of Orange County, Inc., DBA HomeAid Orange County	\$1,400,000
The Eli Home, Inc	\$5,000,000
The Illumination Foundation	\$3,500,000
The Salvation Army Orange County	\$4,100,000
WISEPlace	\$1,000,000



## PRIORITY 4. SYSTEMS CHANGE

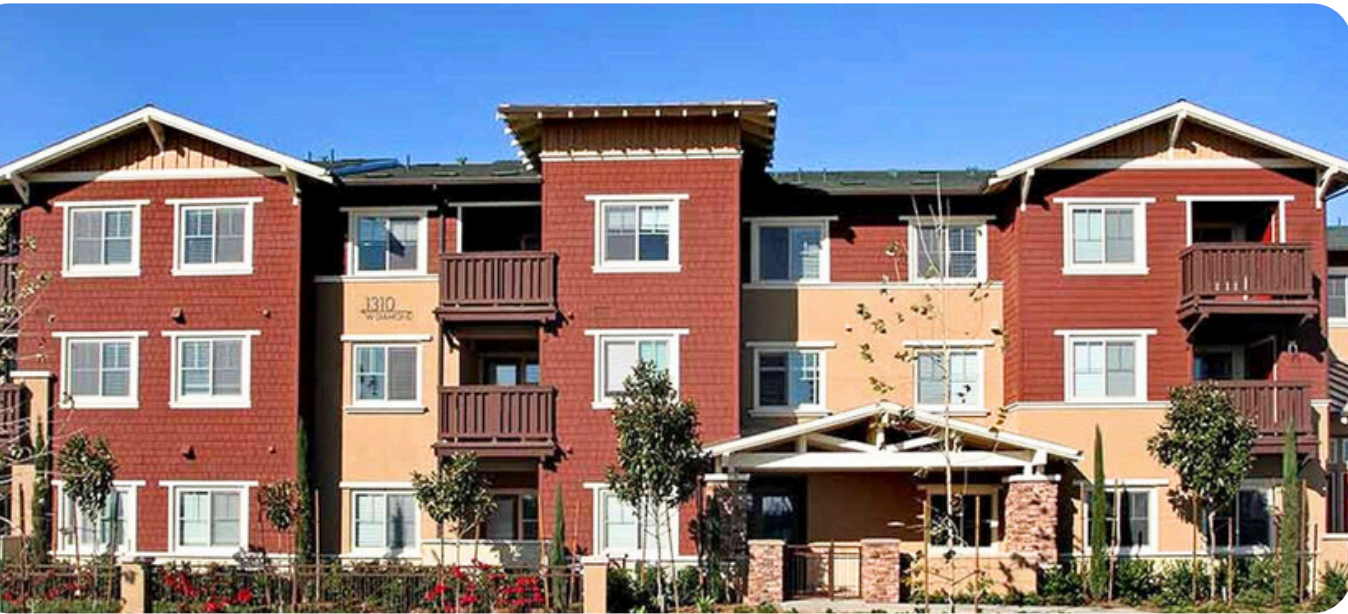
These organizations were provided funding for systems change projects that could have county-wide impact on improving our continuum of services. This included support for the Nonprofit Health Care Academy, with a goal of broadening the organizations ready to partner with the health care system.

**\$10.88  
MILLION  
GRANTED**

GRANTEE	AWARD AMOUNT
Jamboree Housing Corporation	\$3,000,000
Multi-Ethnic Collaborative of Community Agencies (MECCA)	\$2,052,073
Nonprofit Healthcare Academy (Total Project Budget)	\$700,000
Orange County Housing Finance Trust	\$3,000,000
Project Hope Alliance	\$2,127,927

Nonprofit Healthcare Academy Participants (included in the budget above):

Nonprofit Healthcare Academy Cohort 1		Nonprofit Healthcare Academy Cohort 2	
Give For A Smile	\$5,000	Afghan American Muslim Outreach	\$5,000
Integrated Solutions 360 (Global Hope)	\$5,000	American Academy of Pediatrics	\$5,000
Hart Community Homes	\$5,000	Beyond Blindness	\$5,000
Hope Community Services	\$5,000	Cuautla Los Hijos Ausentes	\$5,000
Hub for Integration, Reentry & Employment (H.I.R.E)	\$5,000	Kalaya's Destiny	\$5,000
Illumination Institute	\$5,000	Orange County Children Therapeutic Arts Center	\$5,000
The John Henry Foundation	\$5,000	Pacific Islander Health Partnership	\$5,000
Korean American Center	\$5,000	Project Self-Sufficiency	\$5,000
Olive Community Services, Inc.	\$5,000	Sacred Path Indigenous Wellness Center	\$5,000
Orange County Chinese Community Service	\$5,000	The Kennedy Commission	\$5,000
Peer Voices of Orange County	\$5,000	Unidos South OC	\$5,000
Qazizada Multicultural Therapy Clinic	\$5,000	Recovery Road, Inc.	\$5,000
Sabil USA	\$5,000	Advance OC	\$5,000
Shanti Orange County	\$5,000	Mercy Health	\$5,000
SonRise Community Christian Church	\$5,000	Cancer Kinship	\$5,000
Straight Talk Clinic, Inc.	\$5,000	Learning Rights Law Center	\$5,000
The Cambodian Family	\$5,000	OneOC, in partnership with GREEN-MPHA	\$5,000
Urban Social Services and Advocacy	\$5,000	OutCare, in partnership with Pear Suite	\$5,000
Vital Access Care Foundation	\$5,000		



## RESULTING OUTPUTS

**1,220**

HOUSING UNITS  
BUILT/RENOVATED

**121+**

STAFF POSITIONS SUPPORTED TO  
GROW ORGANIZATIONAL CAPACITY

**96**

LOCAL COMMUNITY-BASED  
ORGANIZATIONS FUNDED

**62**

NEW PROJECTS AND  
SERVICES LAUNCHED

**2034**

GRANT-FUNDED WORK  
WILL CONTINUE FOR  
MANY YEARS TO COME

**113**

NEW CALOPTIMA HEALTH  
PROVIDERS CONTRACTED TO  
PROVIDE CRITICAL SERVICES



## CATALYSTS OF CHANGE: MEDI-CAL TRANSFORMATION

CalOptima Health, guided by California's Department of Health Care Services, is transforming Medi-Cal to ensure that Californians get the care they need to live healthier lives. Medi-Cal members now have access to new and improved services to get well-rounded care that goes beyond the doctor's office or hospital and addresses all of their physical and mental health needs. In the past two years, CalOptima Health has expanded its provider network to include more than 120 community-based organizations to conduct this important work. Our community investments, in large part through HHIP, have supported these organizations to expand and evolve to conduct this work in partnership with us.



## RESULTING IMPACT



**1** IN EVERY **3**

PEOPLE HOUSED WERE STILL HOUSED  
2+ YEARS LATER\*



**28%**

OF CALOPTIMA HEALTH'S UNHOUSED  
MEMBERS WERE HOUSED\*\*



**2,522**

CALOPTIMA HEALTH MEMBERS HAVE  
SECURED HOUSING WITH THE HELP OF  
A HOUSING DEPOSIT

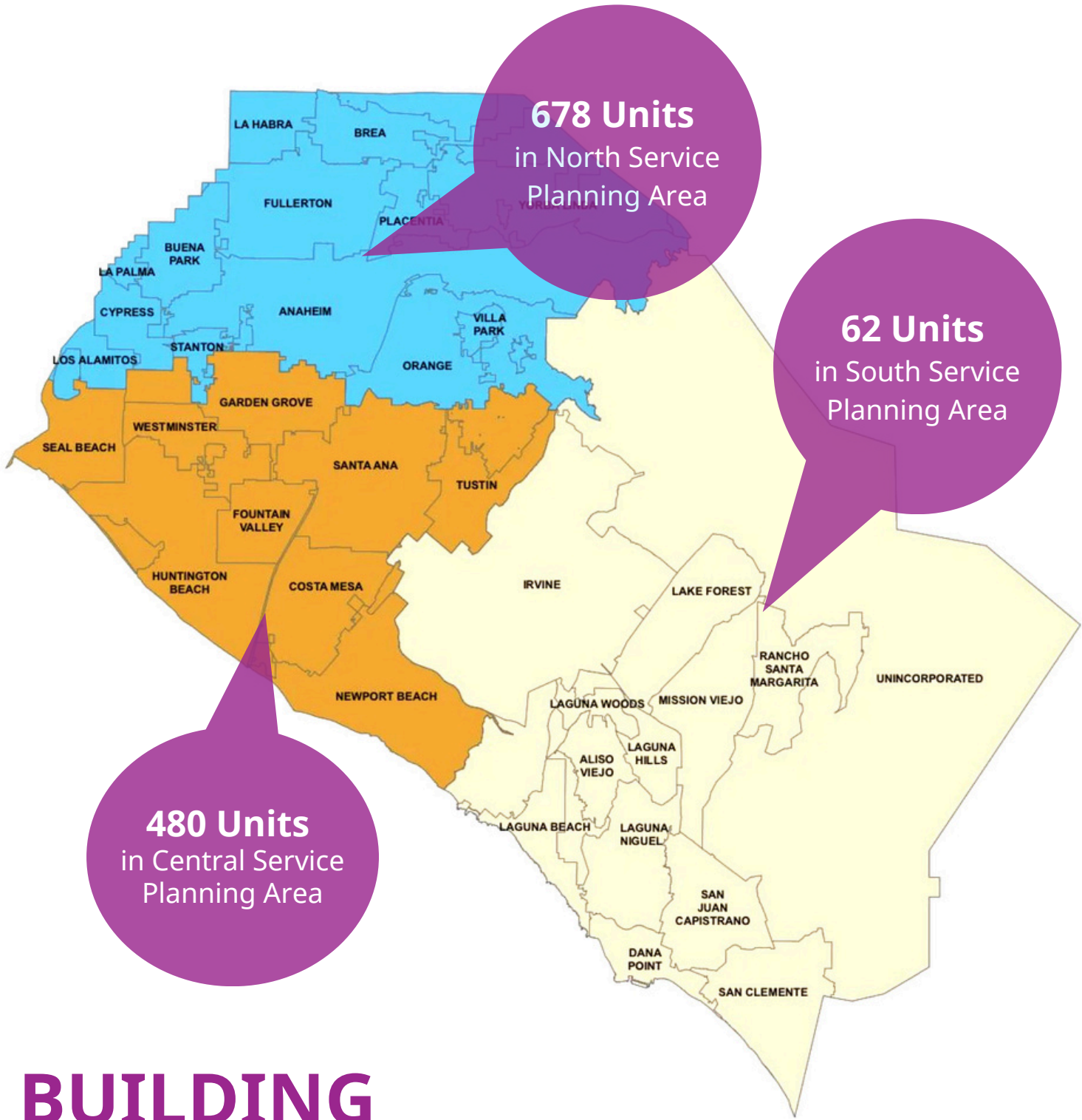


**10,651**

CALOPTIMA HEALTH MEMBERS HAVE  
RECEIVED HOUSING NAVIGATION TO ASSIST  
THEM IN SECURING A PERMANENT HOME

\*Data reflects those housed within the first few months of the HHIP Program.

\*\*Based on data reported in the second measurement submission (reflecting Jan - Oct 2023) and compared to the baseline of 4.7%.



# BUILDING OUR WAY OUT OF A CRISIS

CalOptima Health has invested in the development and refurbishment of affordable, permanent supportive and interim housing units. Too many of our neighbors and members have been priced out of living in the community where they live and work. We are committed to increasing the stock of affordable units in our county.



## PROJECT SPOTLIGHT: THE SALVATION ARMY'S CENTER OF HOPE

The Center of Hope is a comprehensive solution that combines a 325-bed, low-barrier emergency shelter with 72 permanent supportive housing apartments, onsite medical and dental care alongside an award-winning 175-bed drug and alcohol rehabilitation

center. CalOptima Health contributed to the construction of permanent supportive housing units with a \$4.1 million dollar grant award through an HHIP notice of funding opportunity in 2023. The Salvation Army is also contracted as a CalAIM provider for CalOptima Health.





## PROJECT SPOTLIGHT: ILLUMINATION FOUNDATION'S CHILDREN'S RECUPERATIVE CARE

CalOptima Health has awarded Illumination Foundation a \$3.5 million grant to acquire, renovate and expand a property in Santa Ana to serve as the nation's first children's recuperative care facility serving families experiencing homelessness. The funding for the facility is part of \$25 million in community grants awarded by CalOptima Health that will be dedicated to supporting transitional housing projects. Upon project completion, the facility will have space to accommodate up to 30 individuals.

Illumination Foundation's Children and Families Recuperative Care facility will provide housing to medically vulnerable homeless children and their families. The program will also serve as a safe haven for children to recover from illness or injury following their hospital release and will address the complex challenges their families are experiencing. Illumination Foundation will create a nurturing environment for families to heal and stabilize by providing comprehensive case management, housing and trauma-informed supportive services on-site.



## PROJECT SPOTLIGHT: ORANGE COUNTY UNITED WAY “WHATEVER IT TAKES”

Whatever it Takes (WIT) is a pilot program launched in July 2023 by Orange County United Way’s United to End Homelessness<sup>SM</sup> initiative. Whatever it Takes complements the CalAIM housing suite of services and expedites the time it takes someone to connect to a home.

**830**

MEMBERS SUPPORTED  
IN THE FIRST 16 MONTHS

**\$1,465**

AVERAGE AMOUNT NEEDED  
TO KEEP PEOPLE HOUSED\*

**235**

MEMBERS WENT  
FROM HOMELESSNESS  
TO A HOME

**199**

MEMBERS PREVENTED  
FROM BECOMING  
HOMELESS

**396**

CRISIS  
RESOLUTION IN  
PROGRESS

\*Often paired with Housing Deposit.





## PROJECT SPOTLIGHT: **PULSE FOR GOOD**

Pulse for Good makes it possible to receive timely feedback from our members experiencing homelessness. In its first year of operations in facilities across the county, we learned about our members' experience with housing support services.

**5,053**

RESPONSES IN  
THE FIRST YEAR

**4.3**

OVERALL AVERAGE RATING  
OUT OF FIVE REVEALING  
GENERAL SATISFACTION

**11**

COMMUNITY-BASED  
ORGANIZATIONS CONVENING  
TO SHARE BEST PRACTICES

**18**

KIOSK LOCATIONS IN  
SHELTERS, FOOD BANKS  
AND SERVICE CENTERS



## PROJECT SPOTLIGHT: NONPROFIT HEALTH CARE ACADEMY

In January 2023, CalOptima Health staff initiated the first HHIP NOFO that included an equity grants priority geared toward smaller, grassroots, community-based organizations (CBOs) in an effort to help build their capacity to serve populations experiencing health disparities. In soliciting and reviewing these proposals, it was evident there was an opportunity to further support these organizations by providing technical assistance around how they could partner with the health care sector, position their organizations as potential service providers, and craft effective proposals that convey those concepts.

In response to this need, CalOptima Health staff sought and received the Board of Directors' (Board) approval in June 2023 to allocate \$10.53 million in HHIP funding to HHIP Priority 4, Innovation and Implementation of Strategic Interventions, including \$350,000 for the Nonprofit Health Care Academy. The academy was set to include a series of learning experiences, skill-building sessions, and the opportunity to receive technical assistance to prepare these organizations for contracted partnership with CalOptima Health and more broadly, the health care sector.



In November 2023, CalOptima Health staff launched the first Nonprofit Health Care Academy with 20 organizations and a contracted facilitator. Participation in the sessions was robust and organizations reported satisfaction with their experience and skills built during the program through its end in February 2024.

CalOptima Health's partnership with Consilience Group as the Academy facilitator made this project possible.



**OF ACADEMY GRADUATES  
PURSUED GRANTS OR  
CONTRACTS WITHIN TWO  
MONTHS OF GRADUATION**

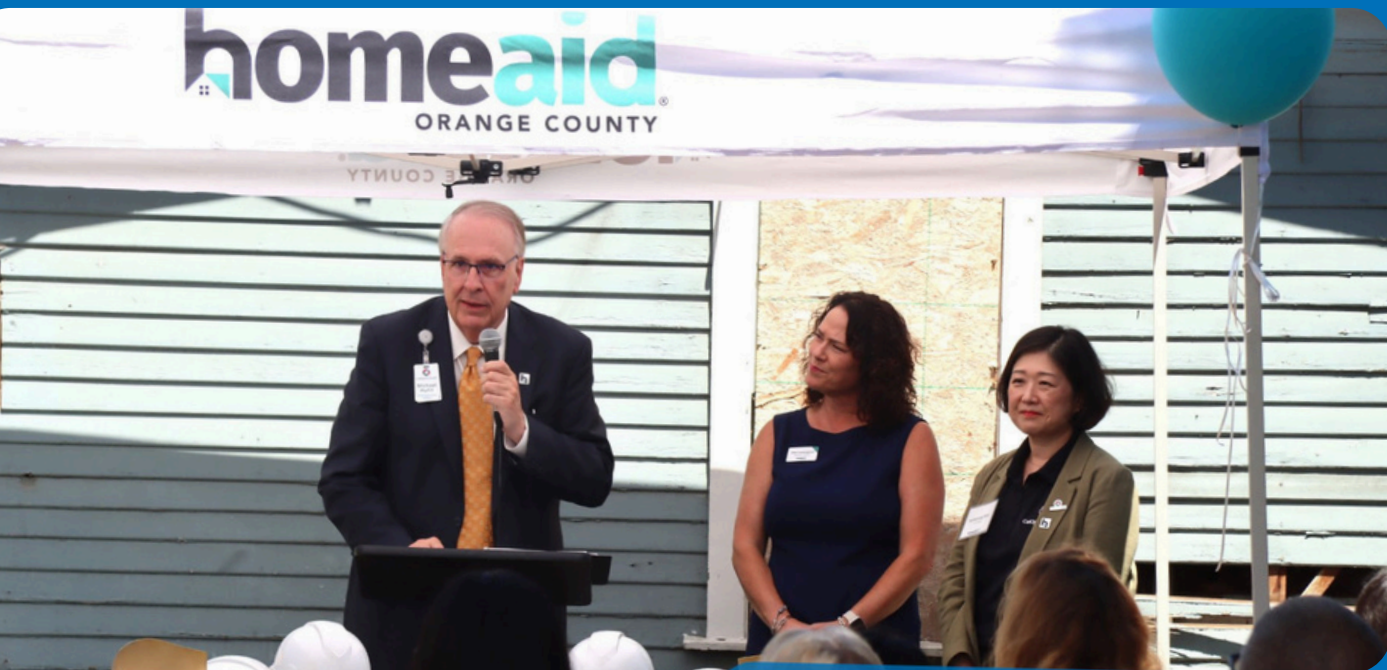


## LESSONS LEARNED

CalOptima Health hosted a series of five listening sessions in the months of August and September 2024 to gauge the community's opinions and perspectives on HHIP investments so far. Further, with potential future funding opportunities on the horizon, CalOptima Health solicited input on what those investment priorities should be. Input resulted in the following high level insights:

- **Special populations need tailored services**: Subgroups, particularly seniors, immigrant families, and LGBTQIA+ youth, were repeatedly highlighted.
- **Solutions are needed to repair a fragmented system**: Consistent feedback indicated a fragmented continuum of services available to those individuals at-risk or experiencing homelessness.
- **The housing shortage must be remedied**: The housing shortage, especially for permanent supportive housing, surfaced in every session.
- **Partnerships should continue to leverage ongoing work**: A focus on system-level solutions through cross-sector collaboration and partnerships was emphasized.
- **Flexible funding and grantmaking processes to engage smaller organizations must continue**: Grants processes that support all types of organizations were underscored as critical and should continue.
- **Advocacy and narrative change are needed to continue pushing this work forward**: These efforts are critical for movement building and long-term success.
- **More focus is needed on prevention efforts**: The County will never solve the issue without slowing the flow of residents falling into homelessness.





CalOptima Health is seeking to allocate \$19.73 million of its final HHIP incentive payment. Based on community feedback from the recent listening sessions, CalOptima Health is committed to maintaining its four successful priority areas and will offer specific grant opportunities reflective of common feedback themes emerging from the listening sessions:

- **Priority 1.** No new dollars will be committed, however, continued investments to current projects will be made utilizing funds that already exist in that category. Specifically, member engagement will support the continued development of **tailored services for special populations**.
- **Priority 2.** **Flexible funding and grantmaking processes to engage smaller organizations** will continue with new investments to continue supporting organizations that also provide **tailored services for special populations, conduct advocacy and narrative change,** and **work to repair a fragmented system.**
- **Priority 3.** New dollars will be allocated to support both capital improvements of affordable and permanent supportive housing sites to **remedy the housing shortage.**
- **Priority 4.** New dollars will be allocated to support systems change projects that **focus on prevention of homelessness** for our neighbors that are at risk of this crisis, but also projects that highlight **partnerships that leverage ongoing work** and those that **work to repair a fragmented system.**



## NEXT STEPS

CalOptima Health is seeking to allocate \$19.73 of its remaining HHIP incentive funds. Staff will be presenting the following recommendations to the Board of Directors at the December 2024 meeting.

	COMMITTED	INVESTED	NEWLY COMMITTED	TO BE INVESTED
<b>PRIORITY 1.</b> Delivery of services and member engagement	\$3.6M	\$3M	\$0	\$600,000
<b>PRIORITY 2.</b> Infrastructure to coordinate and meet member housing needs	\$9.8M	\$9.4M	\$600,000	\$1M
<b>PRIORITY 3.</b> Partnerships and capacity to support referrals (capital)	\$98.3M	\$93.3M	\$10M	\$15M
<b>PRIORITY 4.</b> Innovation and implementation of strategic interventions	\$10.88M	\$10.88M	\$9.13M	\$9.13M
<b>AMOUNT TO BE COMMITTED AT A FUTURE DATE</b>	\$0	\$0	\$0	\$18M
<b>TOTAL</b>	<b>\$122.58M</b>	<b>\$116.58M</b>	<b>\$19.73M</b>	<b>\$43.73M</b>

Amounts yet to be invested are planned for distribution in future notice of funding opportunities.



CalOptima Health