

Understanding Financing of Health and Housing Partnerships

December 7, 2016



NeighborWorks America

21,000

NEW HOMEOWNERS

RENTAL HOMES OWNED AND/OR MANAGED

154,100

More than

53,600

JOBS

created and maintained

\$91:\$1

CONGRESSIONAL APPROPRIATION LEVERAGE

Investment per dollar of NeighborWorks America's federal appropriation

Working Together for Strong Communities®



Healthy Homes & Communities



Through **grants**, **training**, and **technical assistance**, NeighborWorks America supports the efforts of NeighborWorks member organizations and the community development field to develop healthy homes and communities.

Working Together for Strong Communities®



Agenda

1. Partnerships: **Place-based**

Colby Dailey, [Build Healthy Places Network](#)

2. Partnerships Supporting **Senior Residents**

Alisha Sanders, [Leading Age](#)

3. **Population-Specific** examples, with a focus on Supportive Housing and “Familiar Faces” strategies
Sarah Norman, Director, [Healthy Homes and Communities](#)



HEALTH AND HOUSING PARTNERSHIP EXAMPLES

Webinar Part 2: Understanding Financing of Health and Housing Partnerships
Thursday, 5/4/17
1:00 - 2:00PM EST

COLBY DAILEY, MPP
Build Healthy Places Network



Build Healthy
Places Network

EXAMPLES

Cincinnati Children's

Nationwide Children's

Trinity Health

United Healthcare

Resources





HEALTHCARE INVESTMENTS

NATIONWIDE CHILDREN'S HOSPITAL

Columbus, Ohio



762 Carpenter Street

\$8 million in \$18 million project
31 Square Blocks
47 renovations / 11 new builds

Healthy Homes

A HEALTHY NEIGHBORHOODS, HEALTHY FAMILIES INITIATIVE

CINCINNATI CHILDREN'S HOSPITAL

Avondale Neighborhood



\$11+ million over 5 years

\$10 million for improving housing conditions and promoting redevelopment



Picture Credit: Avondale Comprehensive Development Corporation www.a-cdc.org

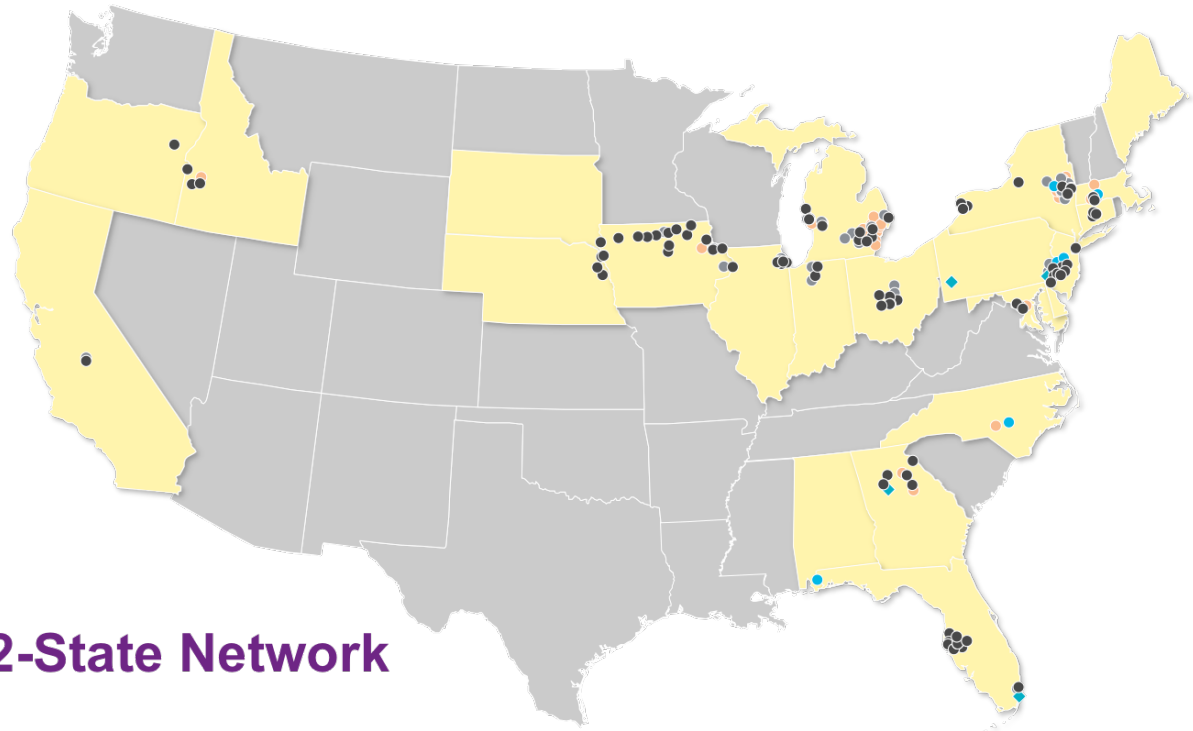
TRINITY HEALTH

Anchor Mission: Investing Locally

Community Investing Strategy:

- 1% of Operating Investment Portfolio allocated
- Seeks 2% Return on Investment
- Generally 3 year loans (sometimes 5 year)
- Has invested \$25 million with CDFIs so far*

New Transforming
Communities Initiative: \$40
Million with CDFIs over 5
years



22-State Network

UNITED HEALTHCARE

Chicanos Por La Causa: Phoenix, AZ



Photo Credit: BusinessWire

RESOURCES

The Network's Vision: Communities where all people can live rewarding and healthy lives



www.buildhealthyplaces.org



@BHPnetwork





Crosswalk



A New Responsibility for Children's Hospitals: The Health of Neighborhoods

Children's hospitals in Ohio are making key investments to address a major cause of poor health — substandard housing.



Build Healthy Places
Feb 23

Read our other articles on the Network's [Crosswalk Magazine](#)

BuildHealthyPlaces.org

By joining forces, community developers and health professionals can have a more powerful impact.

Learn More About the Network



The Pulse

A monthly roundup of what we're reading and where we've been at the intersection of community development and health.

View Past Issues Sign Up

JANUARY
What we're not hearing enough about on the campaign trail

DECEMBER
Have a healthy, happy holiday

OCTOBER
Health is more than health care



TOOLS FOR COLLABORATION: JARGON BUSTER

Jargon Buster

Working across sectors begins with speaking the same language. If you're lost in a sea of acronyms, this tool can help. Below we aim to demystify common industry jargon.

CDC (Centers for Disease Control and Prevention)

+

CDC (Community Development Corporation)

+

Community Benefits (Agreements)

+

Community Benefits (Hospital)

+

Community Development

-

Related Terms: CDC (Community Development Corporation), Community Development Financial Institutions (CDFIs), Social Determinants of Health, Health Equity

Community development is a multi-billion-dollar sector of the American economy that invests in low- and moderate-income communities through the development and financing of affordable housing, businesses, community centers, health clinics, job training programs, and services to support children, youth, and families. The sector has its roots in the urban revitalization efforts of the late 19th century but expanded as a result of the War on Poverty programs of the 1960s. Today, the

Tags

#NetworkCommons

#ZIPmatters

Affordable Care Act

Affordable

Housing

collaboration

Community Close Up

Community

Development

Community Health Needs

Assessment Community

Quarterback County Health

WWW.BUILDHEALTHYPLACES.ORG/JARGON-BUSTER



Build Healthy
Places Network



QUESTIONS

COLBY DAILEY

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www.buildhealthyplaces.org

Affordable Senior Housing & Health Collaborations

Alisha Sanders

Director, Housing and Services Policy Research

NeighborWorks America

May 4, 2017

LeadingAge

- Association of not-for-profit organizations representing the field of aging services (home and community-based services, housing, assisted living, nursing homes, etc.)
 - Advocacy
 - Education
 - Research
- 6,000+ members; 1/3 are affordable senior housing providers
- Center for Housing Plus Services - catalyst for development, adoption and support of innovative affordable housing solutions that enable low- and modest-income seniors to age safely and successfully in their homes and communities

Housing with Services, LLC

Portland, OR

- Care navigation program based in 11 affordable housing properties serving older adults and people with disabilities
- Service delivery model has 3 components
 - **Multidisciplinary care navigation team** works onsite across the properties
 - **Resident service coordinators** based in each property
 - **Partner agencies** provide targeted services to the properties or have agreed to formal communication and/or coordination channels



Housing with Services, LLC

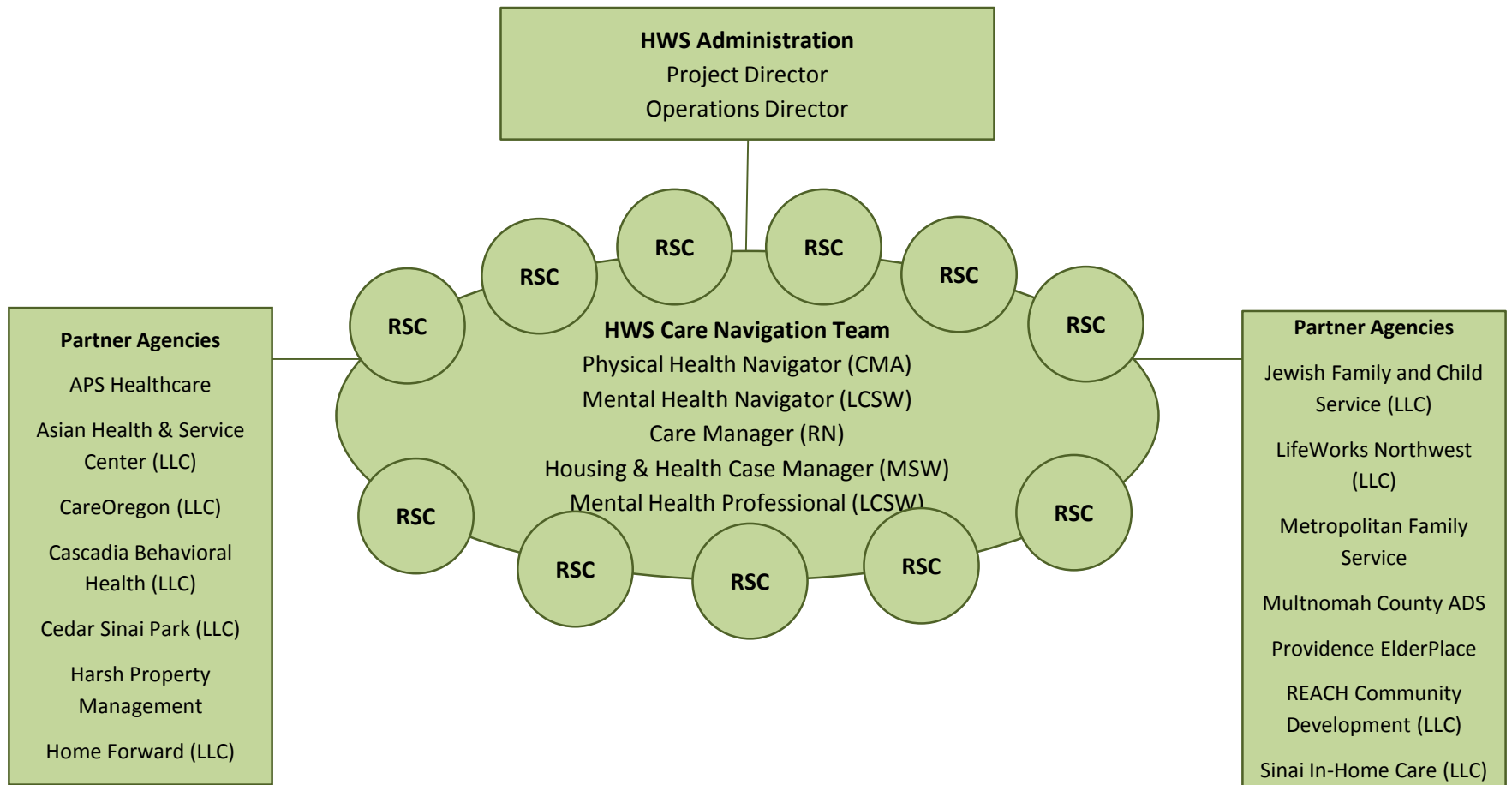
Portland, OR

- 2 key features of model
 - Service delivery mechanism that brings services to network of affordable housing communities
 - Funding mechanism that pools resources from multiple stakeholders
- Try to address 2 key problems
 - Volume
 - Ownership



Housing with Services, LLC

Portland, OR



Housing with Services, LLC

Portland, OR

- Funding/Staffing
 - CareOregon (health plan) – in-kind staff for physical and mental health navigator
 - Providence Health Plan – in-kind staff for care manager
 - Family Care (health plan) – grant for housing & health case manager
 - Lifeworks Northwest (mental health agency) – in kind staff for mental health professional
 - Equity contributions from LLC members – program administration
- Funders all agree to be plan agnostic

Housing with Services, LLC Portland, OR

- Funders interests and incentives

- Test new setting in which to deliver services and mode of engaging with plan members

- Expand opportunity for early intervention -- could help prevent high-risk members from experiencing adverse outcomes that result in use of costly services



- Leverage resources provided at housing property or through other partners as to bring added benefit to plan members and staff

Massachusetts Housing & Services Pilot

(Note: in development, details not final)

- Stakeholders developing pooled service/funding model
 - Housing providers
 - Senior Care Options plans (managed care plan for dual eligibles)
 - PACE
- Fund supplemental services in affordable senior housing properties
- Combination of per member per month payment for SCO/PACE members in property + general funding for health/wellness programming for whole community

Greater Baltimore Medical Center & Housing Baltimore, MD

- Sends nurse practitioner to 4 senior housing properties and 1 homeless day center, 1 day/wk
 - Wellness checks, answer health questions, medications, helps coordinate with physicians, engages with service coordinator
- Funded under hospital's community benefit program
 - Identified challenges in access to care for low-income seniors in community need assessment



Greater Baltimore Medical Center & Housing Baltimore, MD

- Incentive for GBMC
 - Opportunity to intervene before health complications reach crisis level
 - Provides residents with one-on-one guidance for appropriate care
 - Illustrate importance of good self-care so have fewer emergency department and hospital visits



Legacy Healthcare Services and Eaton Terrace Denver, CO

- Provides physical, occupational and speech therapy; and weekly exercise classes
 - Resident can select as rehab provider following hospital stay
 - Housing property can refer if notice resident is fall risk or has other functional challenge (physician has to order)
- Services provided onsite, generally in resident's apartment
- Benefits
 - Legacy – clients make it to appointments, build relationship (marketing)
 - Residents – easy access to appointments



Housing and Healthcare Partnerships Toolkit

Housing and Health Care: Partners in Healthy Aging

A Guide to Collaboration



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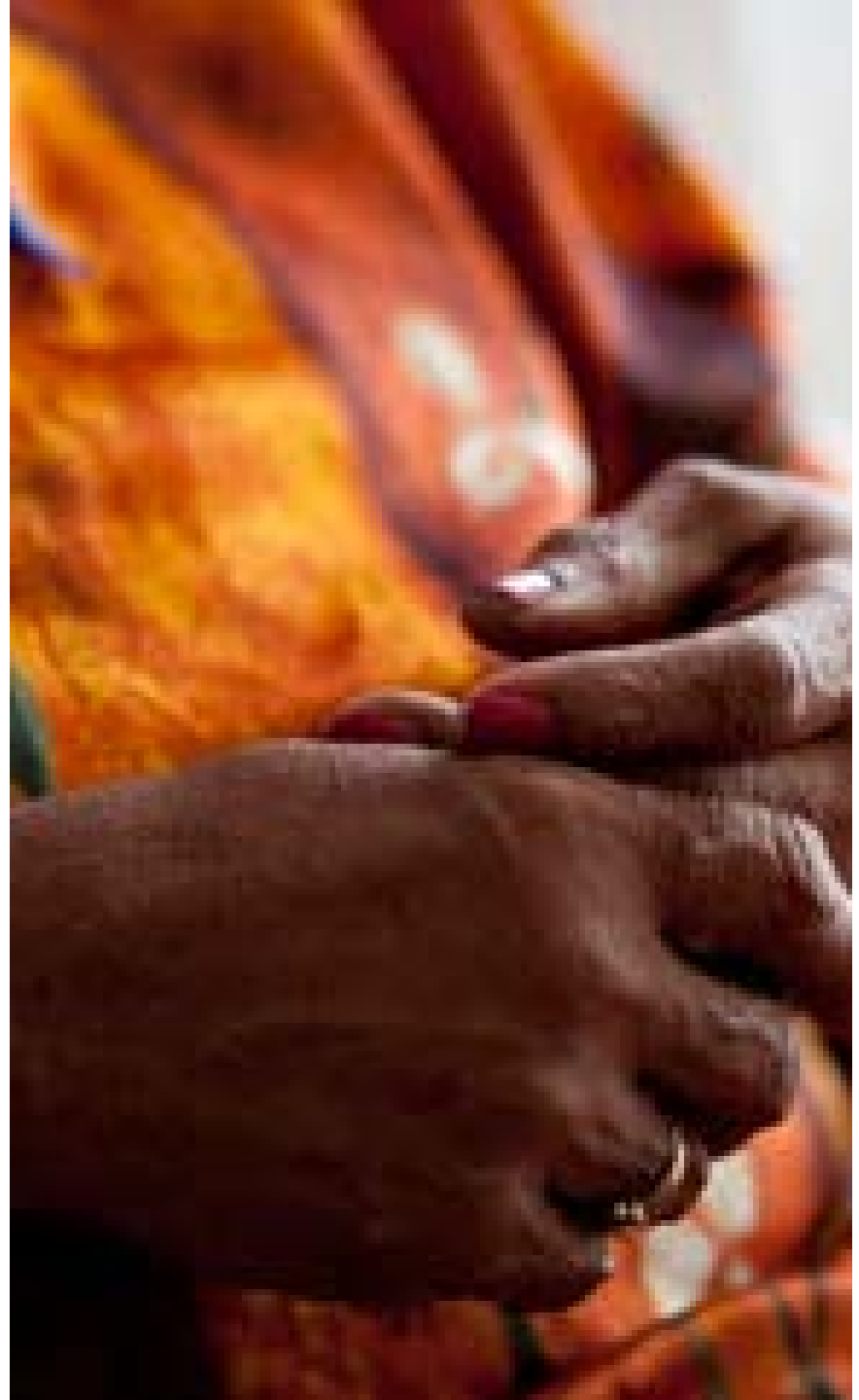
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www.leadingage.org/housinghealth

Partnerships between Community Development and Health

*Highlighting other partnership
examples and strategies that are
population-focused, including
supportive housing*

Sarah Norman
Director, Healthy Homes & Communities



Health systems integration: *supportive housing*

Health care

- Health care system is implementing new initiatives to better support individuals with repeated Emergency Room usage, called “frequent fliers”, “super utilizers” or “familiar faces”

Supportive housing

- Affordable housing that engages tenants in voluntary services & case mgmt
- Serves varied populations, including chronically homeless and individuals with mental health, substance use and/or physical health disabling conditions coupled with housing needs

Potential

- Increased interest by Medicaid and managed care organizations in using supportive housing to reduce medical costs
- **Mechanisms:** Medicaid waivers and State Plan Amendments; Medicaid Rehab Option; Health Homes; and Accountable Care Organizations



Decile Project in Los Angeles, California

Key features

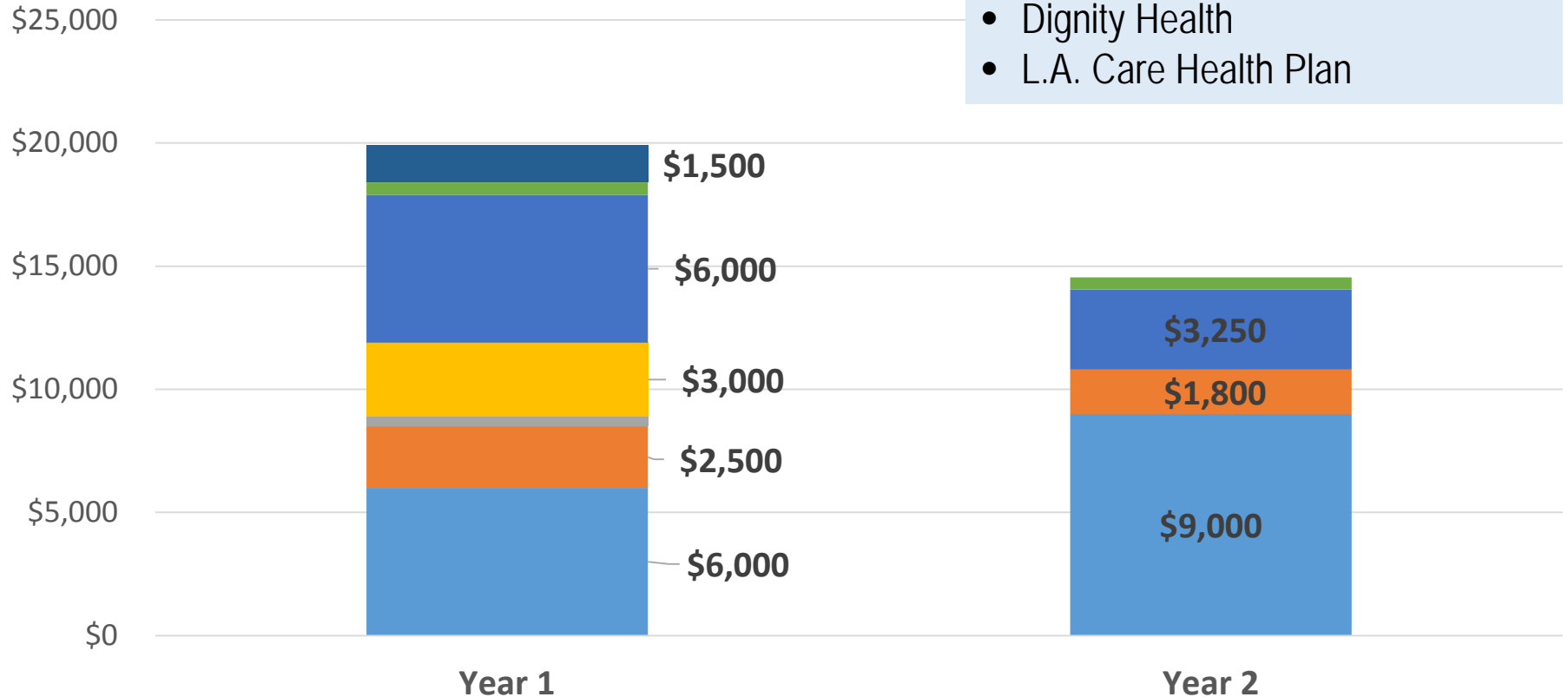
- **Targeting:** Top 10% of patients frequenting the Emergency Department
- **Triage tool**
- **Collaboration:** 25 organizations
- **Supportive housing:** Housing First model; Section 8 or ShelterPlusCare vouchers
- **Intensive case management and care coordination**
- **Results:**
 - **Cost Avoidance:** Reduction in per person emergency room costs, inpatient costs, and total cost to the public sector averaging \$54,106
 - **Hospital Visits:** Reduction in emergency room visits (down 71%),

Source: Corporation for Supportive Housing and the National Council on Homelessness, "10th Decile Project", Los Angeles, 2016, available online at: <http://www.csh.org/wp-content/uploads/2015/10/Frequent-User-Initiative-Profile-Booklet-10th-Decile-Project-Final.pdf>

Program Costs for the Decile Project

Funding sources:

- Social Innovation Fund, Corporation for National and Community Service
- Conrad N. Hilton Foundation
- Dignity Health
- L.A. Care Health Plan



■ Rental Subsidies

■ Screening and outreach

■ Case Management and Housing Navigation

■ Data and oversight

■ Temporary Housing

■ Patient Transporting

Co-investment in supportive housing by health and housing providers

Champlain Housing Trust & U. of Vermont Medical Center

- Harborplace Motel with 4 – 5 beds referred by UVMC
- Beacon Apartments, a Housing First model
- Belair Apartments, with 8 apartments with varied occupancy

Camden Coalition of Health Providers and St. Joseph's Carpenter Society

- Housing First collaboration with **Accountable Care Organization**
- Funding: NJ Department of Community Affairs, the Camden County Homeless Trust, United Health, NeighborWorks America, the Virtua Foundation and Cooper University Hospital.

Foundation Communities supportive housing Austin, TX

- Supportive services funding: St. David's Foundation Healthy Minds grant, **City of Austin 1115 Medicaid Waiver** –ACT grant, City of Austin , Travis County Justice Reinvestment Initiative grant, and Substance Abuse and Mental Health Services Administration (SAMHSA)



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Photograph:
TNDC

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Working Together for Strong Communities®



Thank you!

Tools and Resources Folder
Evaluation

Questions? Email: Health@nw.org