



# Housing and Healthcare – Pulling the Medicaid Lever

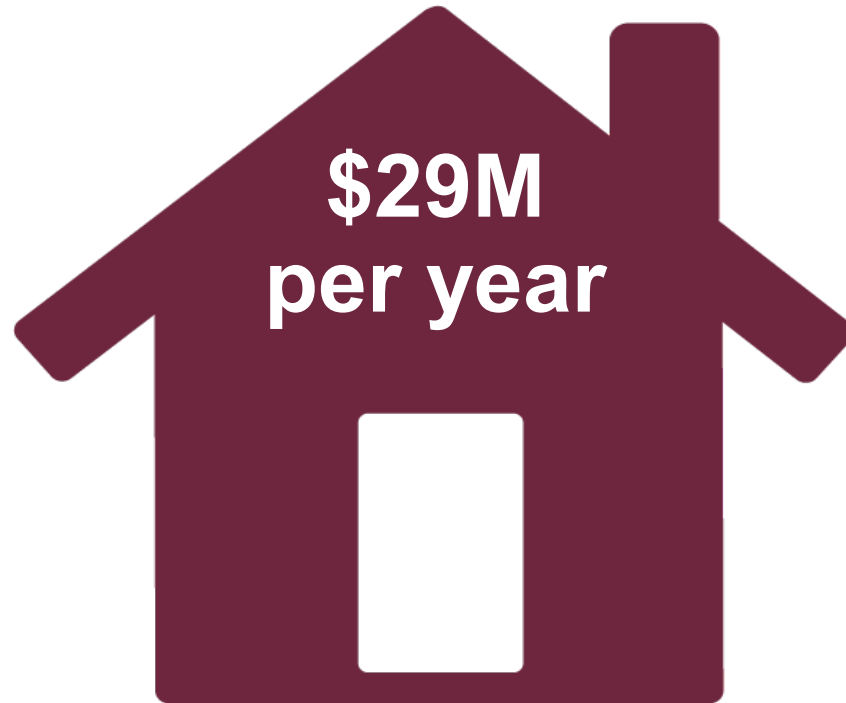
Arizona Housing Forum – August 22, 2024

Elizabeth da Costa - Housing Program Administrator, AHCCCS

Jennifer Page - Housing Integration Administrator, Mercy Care

Jessica Raymond – Executive Vice President, Atlantic Development & Investments, Inc

# AHCCCS Housing Program

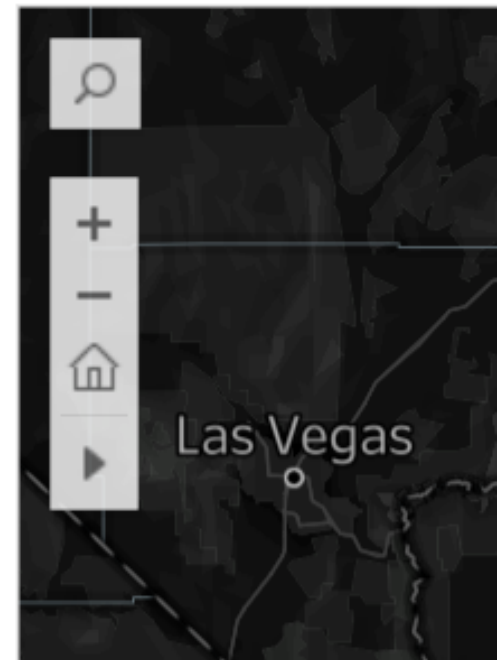
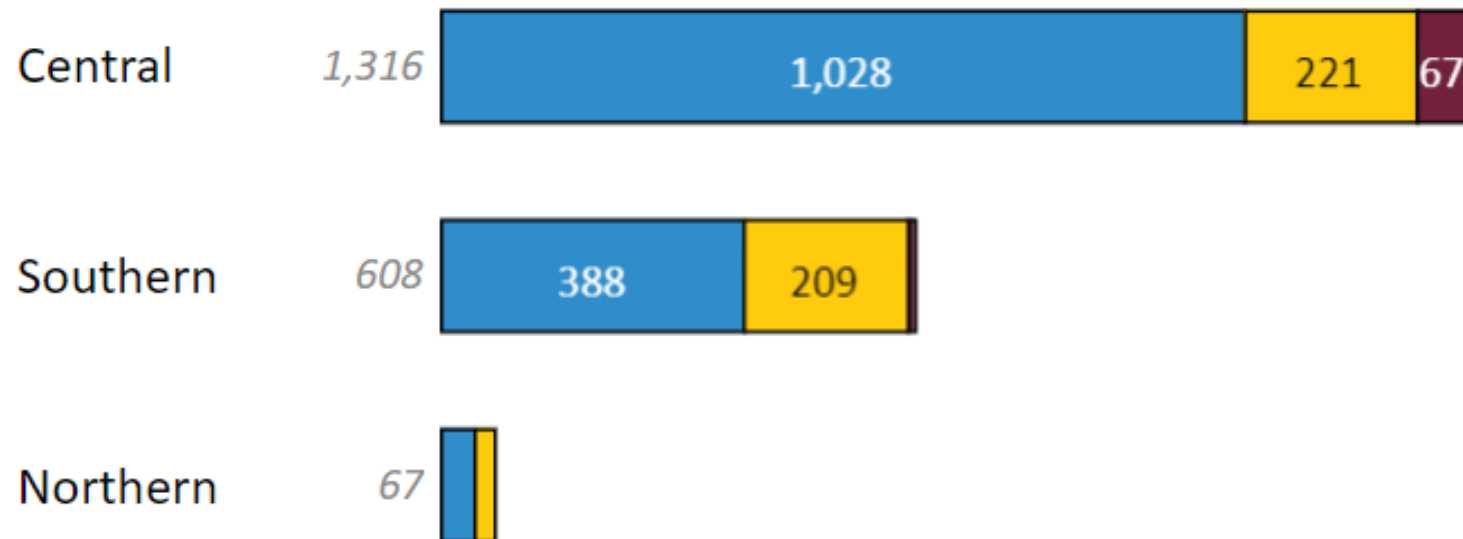


AHCCCS administers approximately \$29 million per year to provide rent subsidies for almost 2,500 AHCCCS members with an SMI designation, and for a small number of high need individuals in need of behavioral health and/or substance use treatment.

# Statewide Data - Project Based Vouchers

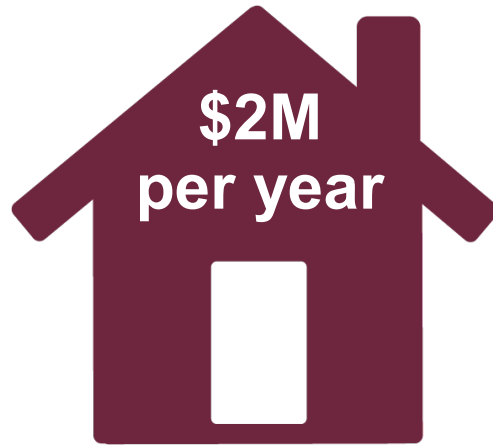
## AHCCCS Housing Program

Currently Housed (Active) Member Heads of Household by Geographical Service Area (GSA)  
Scattered Site (SS) | Community Living Program (CLP) | Project Based Vouchers (PBV)

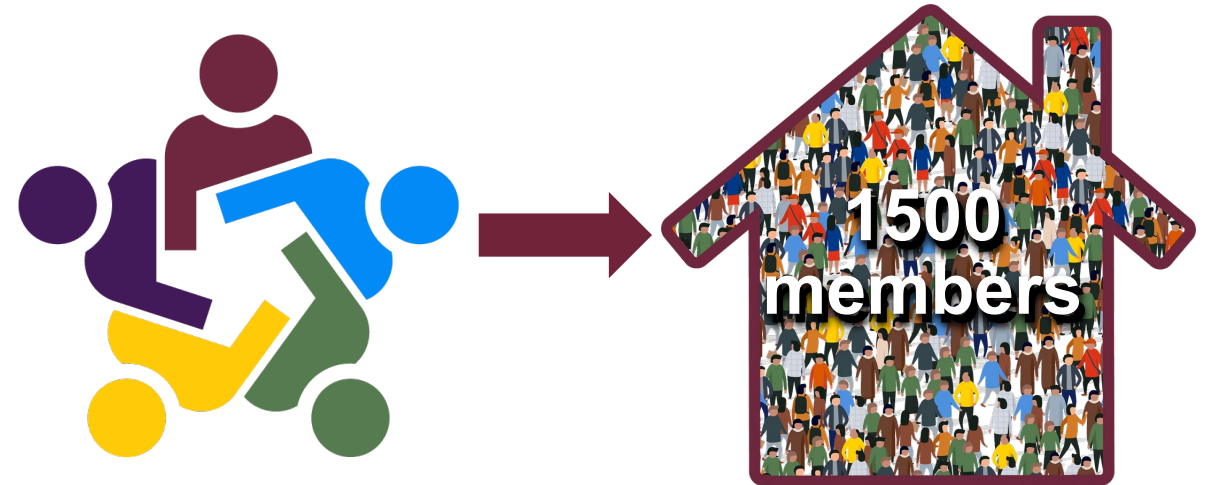


# AHCCCS Housing Delivery System -Today

State SMI Housing Trust Fund



AHCCCS administers the State SMI Housing Trust Fund (SMI HTF) of approximately \$2 million per year, to expand housing capacity for persons with an SMI designation



AHCCCS collaborates with local housing authorities, tax credit programs, and the HUD Continuum of Care (HUD CoC) to provide PSH capacity for an additional 1,500 members.

# SMI Housing Trust Fund

- Funding has been provided by the AZ Legislature in the amount of \$2 Million Annually to develop housing for SMI determined persons.
  - This funding has previously been routed through Dep't of Commerce, DHS, DBHS, and now AHCCCS
  - These funds are separate from the allocations ADOH and the AHP receive and are immune to the standard “claw-back” provisions at the end of the fiscal year
  - Prior to 10/1/2021, these funds were administered by the RBHA and divvied out by GSA but they are now administered by the AHCCCS Housing Development Manager.
- Since 10/01/2021, AHCCCS has been working to develop the infrastructure to apply these funds to projects in your communities.
  - [Developing the SMI Trust Application, Contract, CCR's](#)
  - Developing relationships with stakeholders to better ascertain levels of need in the communities
  - Developing relationships with developers in the communities.

# SMI HTF Overview Continued

- Kinds of projects approved for funding include:
  - New Construction
  - Rehabilitation Projects
  - Property Acquisition
  - LIHTC (yes, LIHTC) “gap” funding
  - Project Based Vouchers (PBV)
- Areas of focus
  - Developing partnerships in North GSA communities with limited housing options
  - Growing housing options for members with an SMI determination
  - Investing into existing partnerships to maintain units currently under CCR
    - Site visits to ensure units meet HQS Inspection standards
    - After monitoring visits, possible capital investment with CCR extensions

# AHCCCS System Overview



90% Managed Care Organizations (MCO)  
(as of October 1, 2023)

10% Fee For Service

12 contracts with 9 unique MCOs

2 primary programs

## AHCCCS Complete Care

1.8m members

11.44 billion

Integrated PH & BH services

## AHCCCS Complete Care Regional Behavioral Health Agreements (ACC-RBHA)

48k members w/ SMI

1.82 billion

Integrated PH & BH services and

BH services only and

Crisis Services

## Arizona Long Term Care System Elderly and Physical Disability (EPD)

27k members

1.93 billion

Integrated PH, BH & LTSS services

## ALTCS Developmentally Disabled (DD)

42k members

3.10 billion

Integrated PH, BH & LTSS services

## DCS-Comprehensive Health Plan (DCS-CHP)

10k members

179 million

Integrated PH and BH Services

## AIHP

135k members

1.7 billion

## Tribal ALTCS

2.1k members

160 million

Integrated PH & BH and LTSS services (ALTCS)



# AHCCCS Wraparound Housing Services

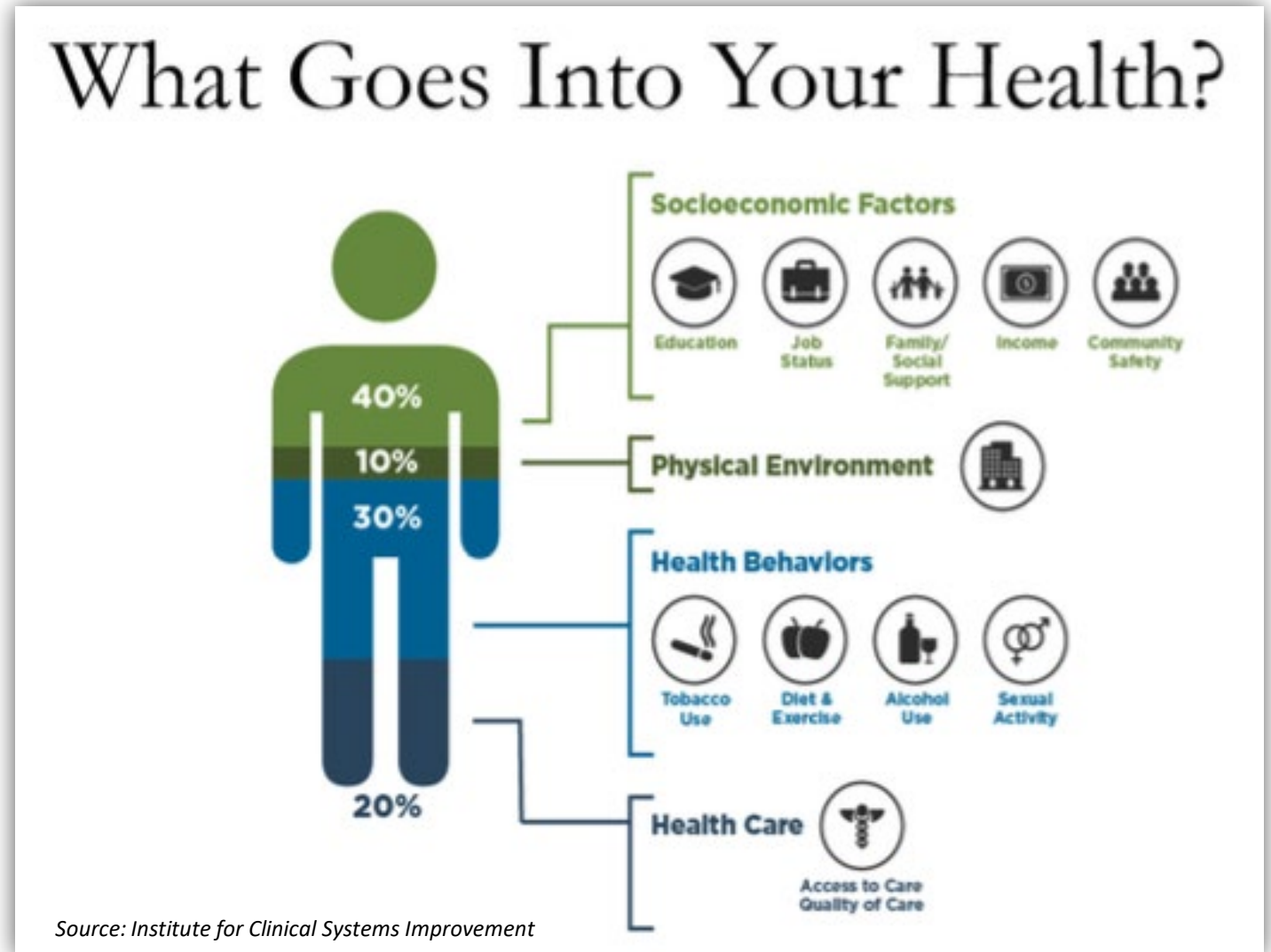
Medicaid Wraparound Housing Services		
Medicaid Covered Behavioral Health Services	Related Pre-Housing Activities (Attain Housing)	Related Activities In Housing (Sustain Housing)
<ul style="list-style-type: none"> <li>• Case Management and Coordination of Care</li> <li>• Pre-Employment Training</li> <li>• Supportive Employment</li> <li>• Individual &amp; Family Peer Support</li> <li>• Group Peer Support</li> <li>• Health Promotion</li> <li>• Medication Assistance</li> <li>• Substance Use Counseling</li> <li>• Skills Training and Development</li> </ul>	<ul style="list-style-type: none"> <li>• Securing ID and Documents</li> <li>• Completing Housing Applications</li> <li>• Understanding Lease/Legal Notices</li> <li>• Housing Search</li> <li>• Disability Accommodation Requests</li> <li>• Move-In Coordination</li> <li>• Attending Housing Briefings</li> <li>• Budgeting and Financial Planning</li> <li>• Coaching for Interviews, Landlord Visits or Housing Negotiations</li> </ul>	<ul style="list-style-type: none"> <li>• Wellness Visits</li> <li>• Crisis/Conflict Management</li> <li>• Budgeting</li> <li>• Pre and Post Employment Supports</li> <li>• Benefit Applications</li> <li>• Life Skills</li> <li>• Connection to Family, Natural and Community Supports</li> <li>• Landlord and Neighbor Communication</li> <li>• Substance Use Disorder Treatment Supports</li> <li>• Lease Renewal</li> </ul>



# Factors that influence our health

There are many factors outside of the health care system that affect our health and wellbeing.

Health care – access to care and getting quality care – only accounts for 20% of our health outcomes.



# Social determinants of health

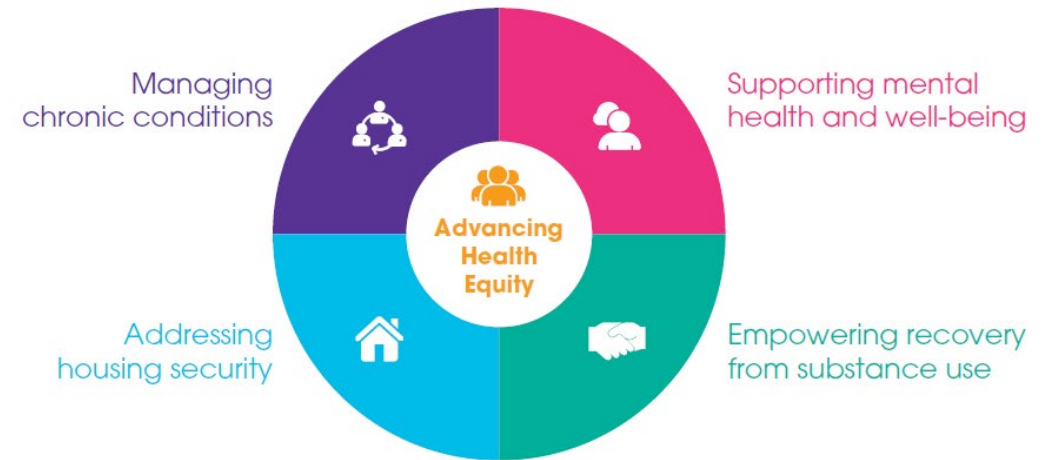
The social determinants of health (SDoH) are the conditions in which people are born, grow, work, live and age.

They are the wider set of forces and systems shaping the conditions of daily life, including economic policies and systems, development agendas, social norms, social policies and political systems.



Source: World Health Organization; Commission on Social Determinants of Health.  
Closing the gap in a generation: Health equity through action on the social determinants of health. 2008.  
[http://www.who.int/social\\_determinants/thecommission/finalreport/en/](http://www.who.int/social_determinants/thecommission/finalreport/en/)

# Strategic Initiatives and Community Health Focus Areas



# Supportive services

Support is essential for success in housing.

- Challenge to know what is available and how to connect

Medicaid resources can vary.

- Region
- Insurance plan
- Eligibility

# ACC-Regional Behavioral Health Agreement (ACC-RBHA)

AHCCCS contracts with 3 ACC-RBHAs to deliver integrated physical and behavioral health services to select populations.

- RBHAs have a network of providers
- Health homes, ACT teams, Crisis services, specialty providers

# SMI health home

A health home is a location where members receive services like case management, psychiatric appointments, and rehabilitation services.

The health home is a location that works as a hub for services.

These health homes are located throughout the Valley and are operated by various providers in the network.

# SMI health home providers

- Alium Health
- Chicanos Por La Causa (CPLC)
- Community 43
- Community Bridges, Inc.
- Community Partners, Inc.
- Jewish Family and Children's Services (JFCS)
- La Frontera-EMPACT
- Lifewell Behavioral Wellness
- Maricopa Integrated Health System (MIHS)
- COPA Health
- Resilient Health
- Southwest Network (SWN)
- Terros Health
- Valle del Sol
- Horizon Health and Wellness
- Intensive Treatment Systems
- Southwest Behavioral Health
- Spectrum



# SMI health home team members

- Site administrator
- Clinical director
- Office manager
- Psychiatrists
- Nurses
- Clinical coordinators
- Case managers
- Rehabilitation specialists
- Office assistants
- Peer and family supports
- Housing Specialist
- Discharge Specialist
- Benefit Specialist
- ACT Team Medical Staff and Specialists

# Integrated Health Home (IHH)

- An integrated health home is a place where members receive whole-member oriented care.
  - IHH includes wellness programming for earlier identification and intervention that reduces the incidence and severity of serious physical and mental illness using tools such as the HRA, disease registries.
  - IHH goals include improved member's experience of care and individual health outcomes.
- Primary care
  - Behavioral health care
  - General counseling services
  - Care coordination
  - Specialty health service referral
  - Medication management
  - Health promotion
  - Prevention
  - Wellness services
  - Member and family health education services (e.g., chronic disease management, healthy lifestyle, etc.)
  - Evidence-based programs (e.g., supported employment, peer support services, etc.)
  - Case management
  - Outreach services

# Integrated health home team

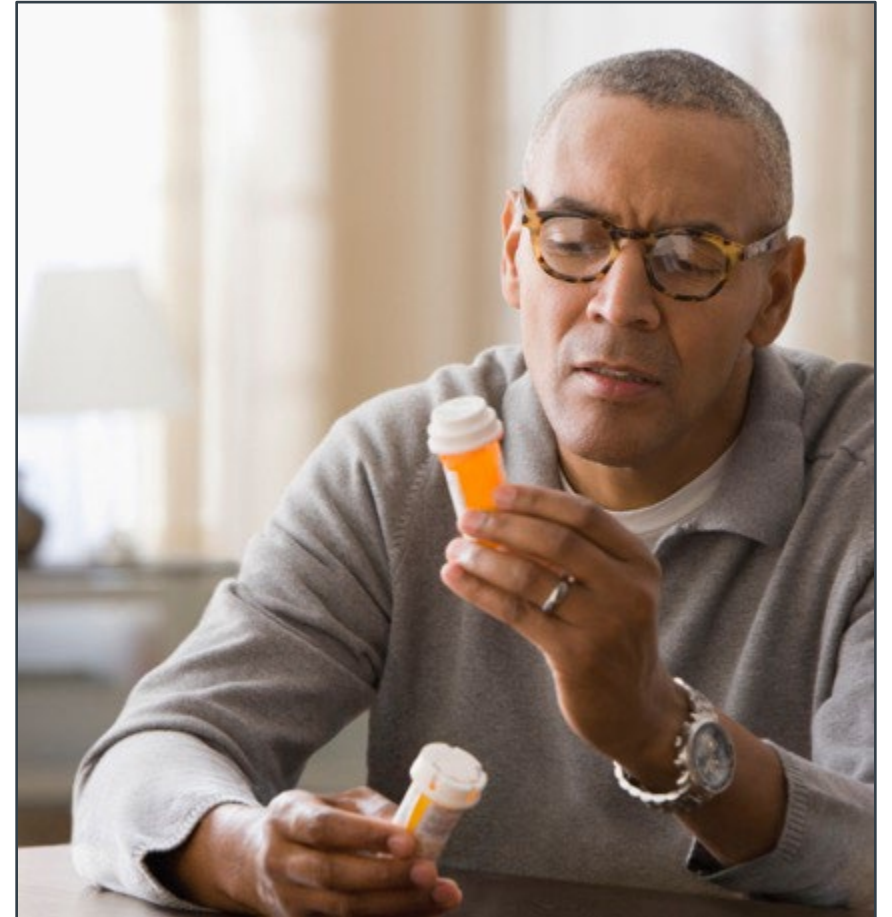
- PCP
- BHP
- Registered Nurse
- Case Manager
- Medical Assistant
- Team member to lead care coordination
- Team member to lead wellness activities
- Housing Coordinator
- Vocational Coordinator
- Peer

# Assertive Community Treatment (ACT) team

- Psychiatrist
- 2 RNs
- Independent Living Specialist
- Housing specialist
- Rehabilitation specialist
- Employment specialist
- Two substance abuse specialists
- Peer support specialist
- ACT specialist
- Program Assistant
- Team Leader

# Permanent supportive housing services

Request for proposals (RFP)  
SAMHSA Evidence Based Practice  
5 providers selected originally  
Expanded providers and counties



# Permanent supportive housing services

- PSH services are available to members with a serious mental illness (SMI) designation.
- PSH services can assist members in housing-related activities, such as searching for a unit that meets the members' needs, helping them develop the skills needed to maintain a household, landlord interactions and/or tenant orientation.
- Clinical teams and members are encouraged to engage with one of the permanent supportive housing services providers of the member's choice.
- Services provided are based on the member's individual needs, as defined by their individual service plan.



# Permanent supportive housing services

PSH services are person-centered services focused on assisting members to live independently and maintain housing in the community.

The following are examples of scenarios when a member may be appropriate for a referral to PSH services. Member is:

- Experiencing homelessness
- Transitioning from a short-term treatment setting
- Receives a referral for a housing subsidy
- Looking for affordable housing and has income
- Facing challenges with maintaining housing
- Having financial challenges
- Experiencing increase in symptoms that may jeopardize their housing
- In need of new housing due to a life event



# Permanent supportive housing services

The supports a member receives are based upon their specific needs and treatment plan goals. Services provided include, but are not limited to:

- Tenant orientation and tenant rights
- Help applying for housing subsidies or attending a housing briefing
- Housing search
- Case management/service coordination
- Assistance with communication skills (landlords, roommates, neighbors)
- Budgeting
- Skills training (cooking, including food safety and dietary restrictions) cleaning, medication education, refills)
- Health promotion (healthy eating, symptom management, etc.)
- Transportation skills
- Personal hygiene/self care
- Connection to community resources or benefits

# Permanent supportive housing services

To initiate services, clinical teams should reach out directly to any of the PSH services providers:

## **Maricopa County**

- Arizona Health Care Contract Management Services, Inc. (AHCCMS)/AZ Mentor
- Community Bridges Inc.
- Copa Health
- Lifewell
- Resilient Health
- Southwest Behavioral & Health Services
- Terros Health

## **Gila and Pinal counties**

- Horizon Health and Wellness
- La-Frontera EMPACT

# Collaboration with Developers

Crisis services available to all residents

Integrated Health Home and case management

Outpatient services

Assertive Community Treatment (ACT) team

Permanent Supportive Housing (PSH) services

Addressing  
Housing  
Security



# Affordable Housing for Families with Children - A New Beginning



## THE RESERVE — at — THUNDERBIRD

### Project Model

#### 1. Partnership

1. For Profit Project Sponsor/Owner/Developer/Management Agent & Non-Profit Service Providers including Community Bridges, Inc., Greater Phoenix Urban League, Inc., and St. Mary's Food Bank, Inc.

#### 2. Mixed Income, Integrated Permanent Supported Housing Project

1. "Housing as Healthcare - Social Determinants of Health"
2. Decentralize poverty and expand housing and economic opportunities

#### 3. Two-phase project totaling 242 total housing units, including:

1. 74 units permanent supportive housing serving: homeless, survivors of domestic violence and/or human trafficking, or those with an SMI designation (41 of these units set aside at 30% AMI)
2. 102 non-PSH affordable units (60% AMI or less)
3. 66 market rate units

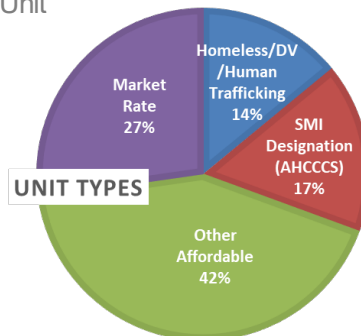
Set-Asides	Phase 1	Phase 2	Total
30% AMI	5	41	46
40% AMI	28	0	28
50% AMI	33	0	33
60% AMI	32	37	69
Market Rate	10	56	66
<b>Total</b>	<b>108</b>	<b>134</b>	<b>242</b>

PSH Target Populations Supported through PBV Contracts	Phase 1			Phase 2			Total		
	Phase 1	Phase 2	Total	Phase 1	Phase 2	Total	Phase 1	Phase 2	Total
Homeless/DV/Human Trafficking (City of Phoenix PBV HCVs)	17	17	34						
SMI Designation (AHCCCS PBVs)	16	24	40						
<b>Total</b>	<b>33</b>	<b>41</b>	<b>74</b>						

Financing Source	Phase I	Phase II
LIHTC Equity	\$18,798,120	\$23,004,460
Solar Equity	\$7,800	\$6,760
1 <sup>st</sup> Mortgage (HUD 223f)	\$8,200,000	\$15,500,000
City of Phoenix HOME Loan	\$1,000,000	\$1,000,000
National Housing Trust Funds (ADOH)	\$1,000,000	
State Housing Trust Funds (ADOH)	\$1,000,000	
AHCCCS HTF Loan	\$1,000,000	\$1,000,000
Deferred Fees	\$1,300,000	\$2,500,000
<b>GAP – Charter Oak Mortgage, LLC</b>	<b>\$1,282,298</b>	<b>\$1,177,353</b>
<b>TOTAL</b>	<b>\$33,588,218</b>	<b>\$44,188,573</b>

### Community Amenities

- Playgrounds, Splash Pad and BBQ Picnic Area
- Outdoor Exercise Area and Dog Park
- No Smoking in any Building
- On-site Supportive/Wraparound Services
- Designated Smoking Area
- One Covered Parking Per Unit
- Free Wifi in All Units





# Roles and Responsibilities

Aligned Vision  
Effective Partnerships



- ✓ Developer
- ✓ Property Management
- ✓ Service Provider(s)
- ✓ Capital Funders
- ✓ ADOH (LIHTC, GAP)
- ✓ Local (City, County, etc.)
- ✓ **AHCCCS (Housing Trust Funds)**
- ✓ Syndicators/Equity Providers
- ✓ Permanent Lenders
- ✓ Long Term Operating Subsidy Providers
- ✓ Referral Agencies
- ✓ Voucher Administrators

# What are the Developer's Needs?

Aligned Vision  
Effective Partnerships  
Innovative Financing Sources

Financing Source	Phase I	Phase II
LIHTC Equity	\$18,798,120	\$23,004,460
Solar Equity	\$7,800	\$6,760
1 <sup>st</sup> Mortgage (HUD 223f)	\$8,200,000	\$15,500,000
City of Phoenix HOME Loan	\$1,000,000	\$1,000,000
National Housing Trust Funds (ADOH)	\$1,000,000	
State Housing Trust Funds (ADOH)	\$1,000,000	
AHCCCS HTF Loan	\$1,000,000	\$1,000,000
Deferred Fees	\$1,300,000	\$2,500,000
<i>GAP – Charter Oak Mortgage, LLC (Developer related – party source)</i>	<i>\$1,282,298</i>	<i>\$1,177,353</i>
<b>TOTAL</b>	<b>\$33,588,218</b>	<b>\$44,188,573</b>





# What are the Developer's Needs?

Project Based Contracts

Ongoing Subsidy & Supportive Services

AHCCCS SMI PBVs (20 yrs)

City of Phoenix PBVs (15 yrs)

ABC Behavioral Health, Inc.

- Referral Agency

Celtic Property Management, LLC

- Property Manager

Celtic Property Management, LLC

- Property Manager

Community Bridges, Inc.

- Referral Agency

HOM, Inc.

- Voucher Administrator

AZ Quadel

- Voucher Administrator

Primary Service Providers

- Community Bridges, Inc.
- Mercy Cares



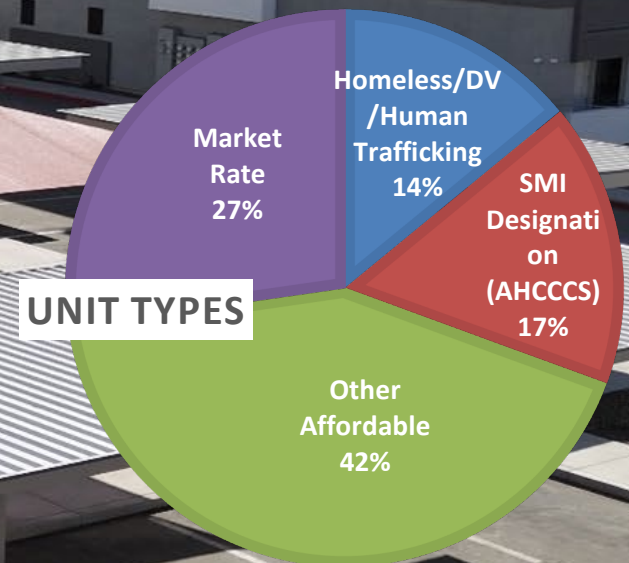
# The Reserve at Thunderbird- Phases 1 & 2

Partnership Model (For Profit Developer, Nonprofit Service Providers)

Mixed Income, Integrated Permanent Supportive Housing

Set-Asides	Phase 1	Phase 2	Total
30% AMI	3	41	44
40% AMI	30	0	30
50% AMI	33	0	33
60% AMI	32	37	69
Market Rate	10	56	66
Total	108	134	242

- Housing is Healthcare
- Housing First Approach
- Focus on Social Determinants of Health



# Pulling the Medicaid Lever

## AHCCCS Housing & Health Opportunities (H2O)

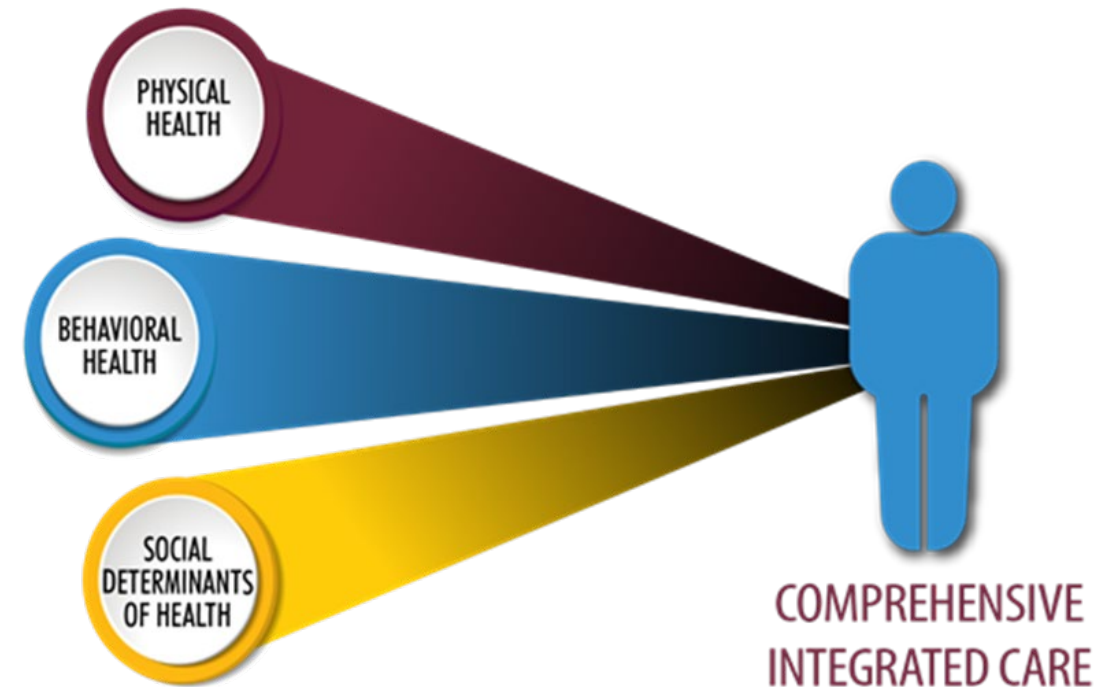
Increase positive health and wellbeing outcomes for target populations

Reduce the cost of care for individuals successfully housed

Reduce homelessness and maintain housing stability

# 1115 Waiver H2O HRSN Services

- Outreach and Education Services
- Transitional Housing - 6 Months
  - Transitional Housing Setting (Enhanced Shelter)
  - Apartment or Rental Unit (Rental Assistance)
- One-time Transition and Moving Costs
- Home Accessibility Modifications
- Housing Pre-Tenancy Services
- Housing Tenancy Services



# H2O Eligibility Criteria

- Member must be **experiencing homelessness and**,
  - Z Code for Housing Instability or
  - Identified through a Homeless Management Information System (HMIS) report

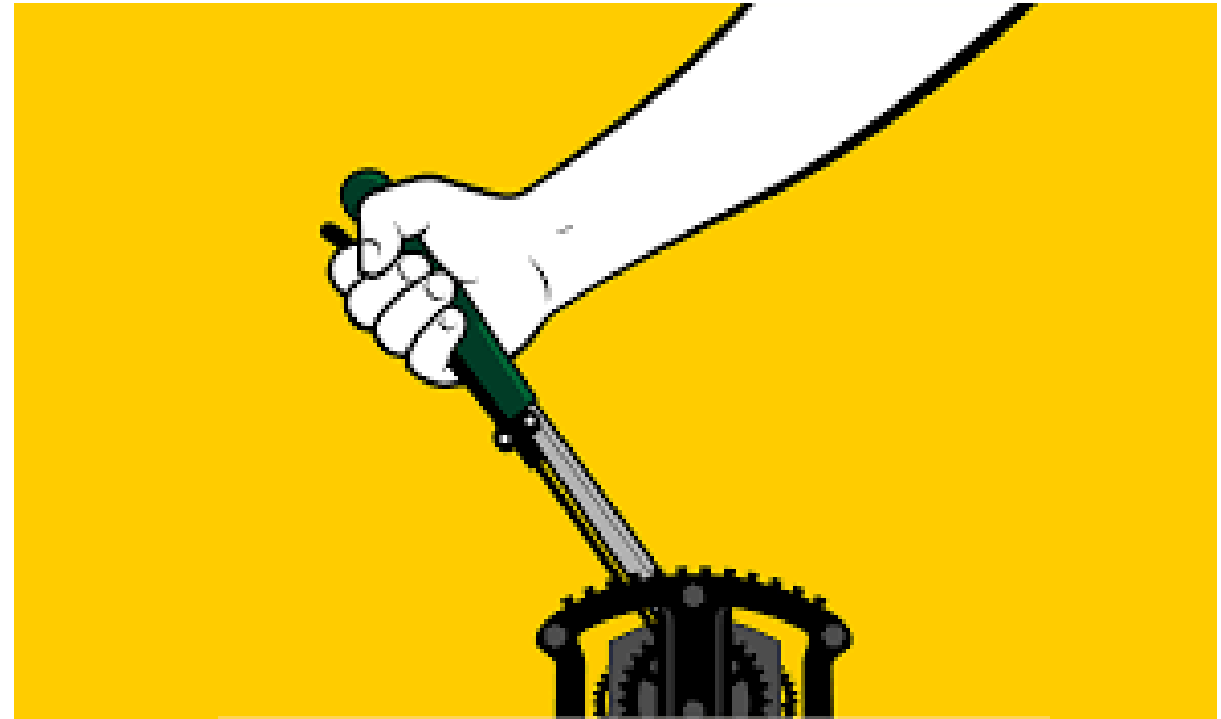
H2O Provider will verify homelessness at intake
- Member must have **SMI Designation and**,
  - Diagnosed with a [chronic health condition](#) or,
  - Currently in a correctional facility with a release date scheduled within 90 days or released from a correctional facility within the last 90 days.

# How will H2O impact the housing system?

- Housing as healthcare
  - financial means for Medicaid to reimburse housing interventions
- \$98 million in federal resources targeted towards housing interventions, annually
- Demonstrate Medicaid stabilization of member in housing, with improved partnerships and collaborations with other housing resources i.e., PHA, HUD CoC
- Improve the support service delivery system

# What does H2O mean for developers?

- Increase access to supportive services for eligible members
- Improve referral and lease up timelines
- Increase state resources funding rental assistance for eligible populations



# Open Discussion



Thank You.

[Elizabeth.daCosta@azahcccs.gov](mailto:Elizabeth.daCosta@azahcccs.gov)

[PageJ4@mercycareaz.org](mailto:PageJ4@mercycareaz.org)

[jbreen@celticpropertymanagement.com](mailto:jbreen@celticpropertymanagement.com)