

# Ensuring Supportive Housing Quality in Medicaid Contracts

Incorporating Housing First & Supportive  
Housing Standards into Medicaid and  
Managed Care Provider Contracts

# Improving Lives



# Maximizing Public Resources

CSH collaborates with communities to introduce housing solutions that promote integration among public service systems, leading to strengthened partnerships and maximized resources.



# Today's Agenda

## Medicaid

- Overview
- Examples of Medicaid reimbursement

## Contracting

- Types of contracts
- Common standards included
- Negotiating contracts

## Resources

- Assessing Agency Readiness
- Training Opportunities
- Services budget tool

# Poll: How much do you know about your state's Medicaid agency?

A

I know we have one.

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B

I know the name of my state Medicaid agency.

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C

I know someone who works for my state Medicaid agency.

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D

I work regularly with my state Medicaid agency.

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# Medicaid Basics

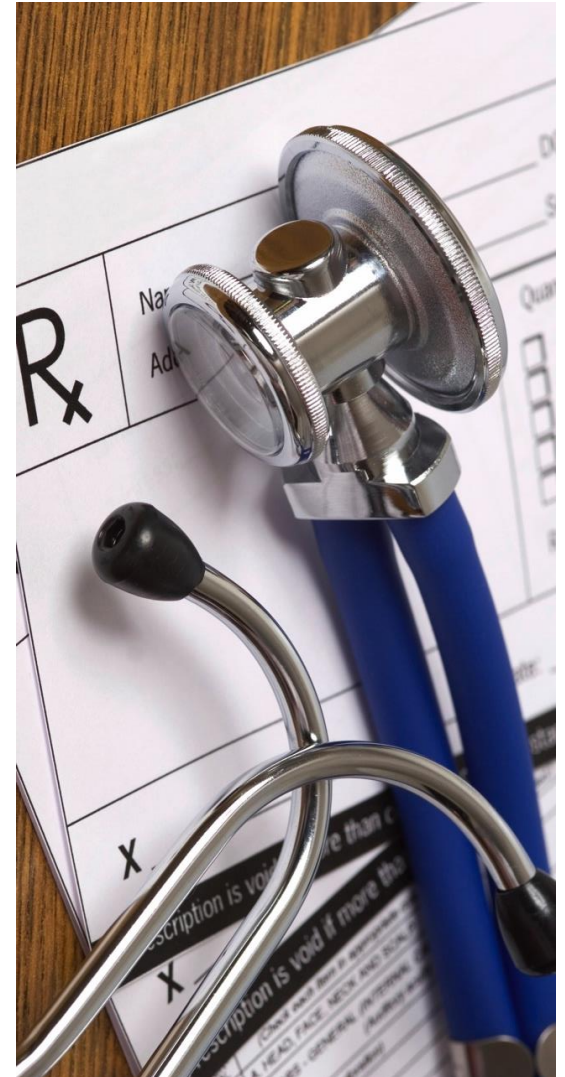
Medicaid (called Medical Assistance in some states) is a public health insurance.

Medicaid covers essential medical and medically-related services for people with low-incomes.

The state and federal government jointly fund Medicaid.

Some services are mandatory for all states receiving federal Medicaid dollars to cover.

Other services are optional benefits.



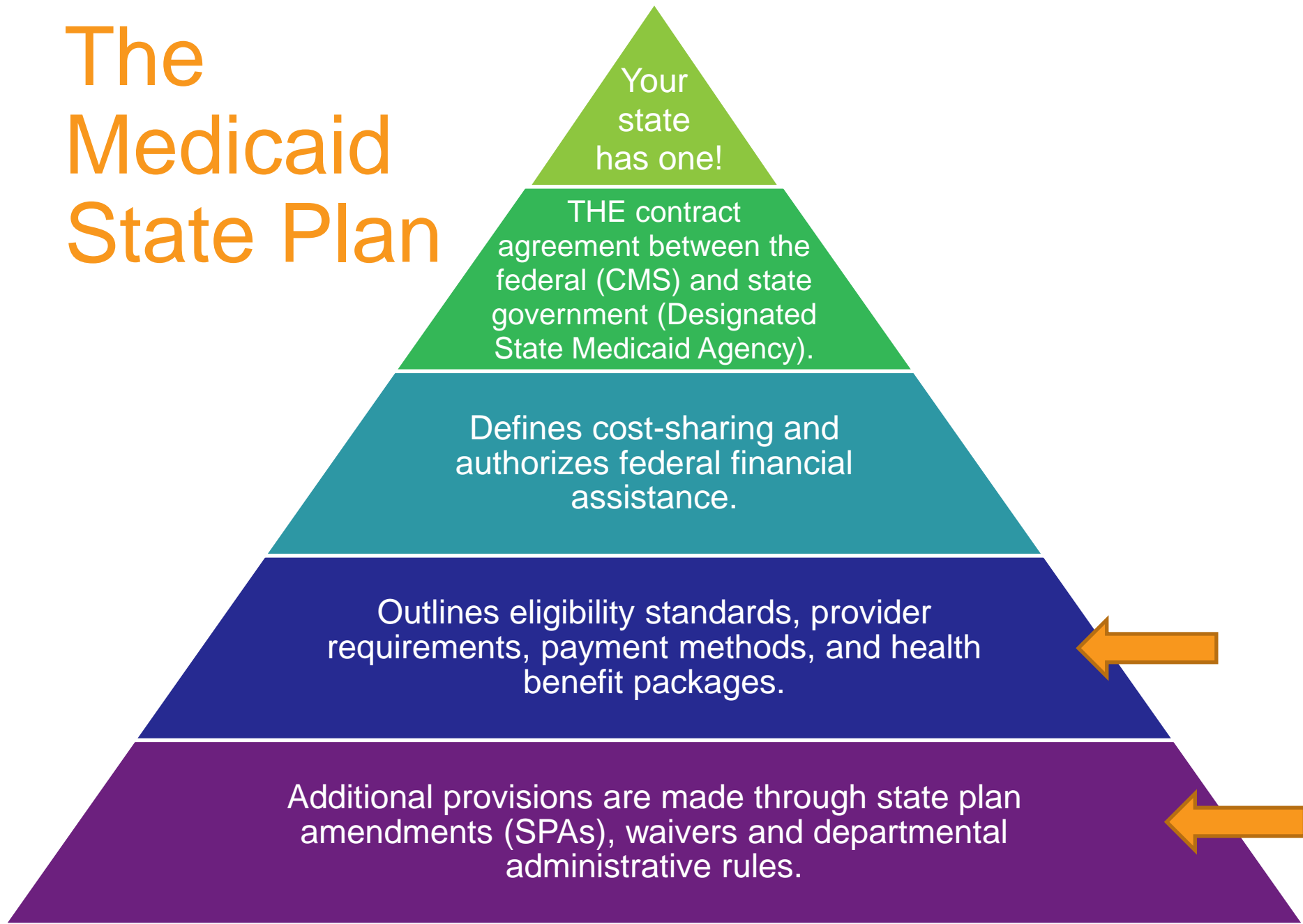


# How does Medicaid work?

- State & federal governments share costs
  - Federal: Centers for Medicare and Medicaid Services (CMS)
  - State: Designated State Medicaid Agency
- The Medicaid State Plan defines their agreement
- Managed Care Organizations (MCOs) contract with states to administer either part or all of the Medicaid Plan



# The Medicaid State Plan





# What can Medicaid Pay For?

## Services

Medicaid dollars pay for medically-necessary services.

States are now creating supportive housing service benefits to pay for “Tenancy Supports”

## Housing

Medicaid dollars cannot pay for ‘room and board’.

Savings to state portion of Medicaid budget can pay for housing.

# What is Medicaid Managed Care?

Managed Care is a health care delivery system organized to manage cost, utilization, and clinical and service quality.

- States contract with Managed Care Organizations.
- Managed care organizations contract with providers.



# Why do states contract with Managed Care?



By contracting with MCOs, states can reduce Medicaid costs and better manage utilization of health services.



MCO contracts with the State Medicaid Agency are profit-limited contracts.



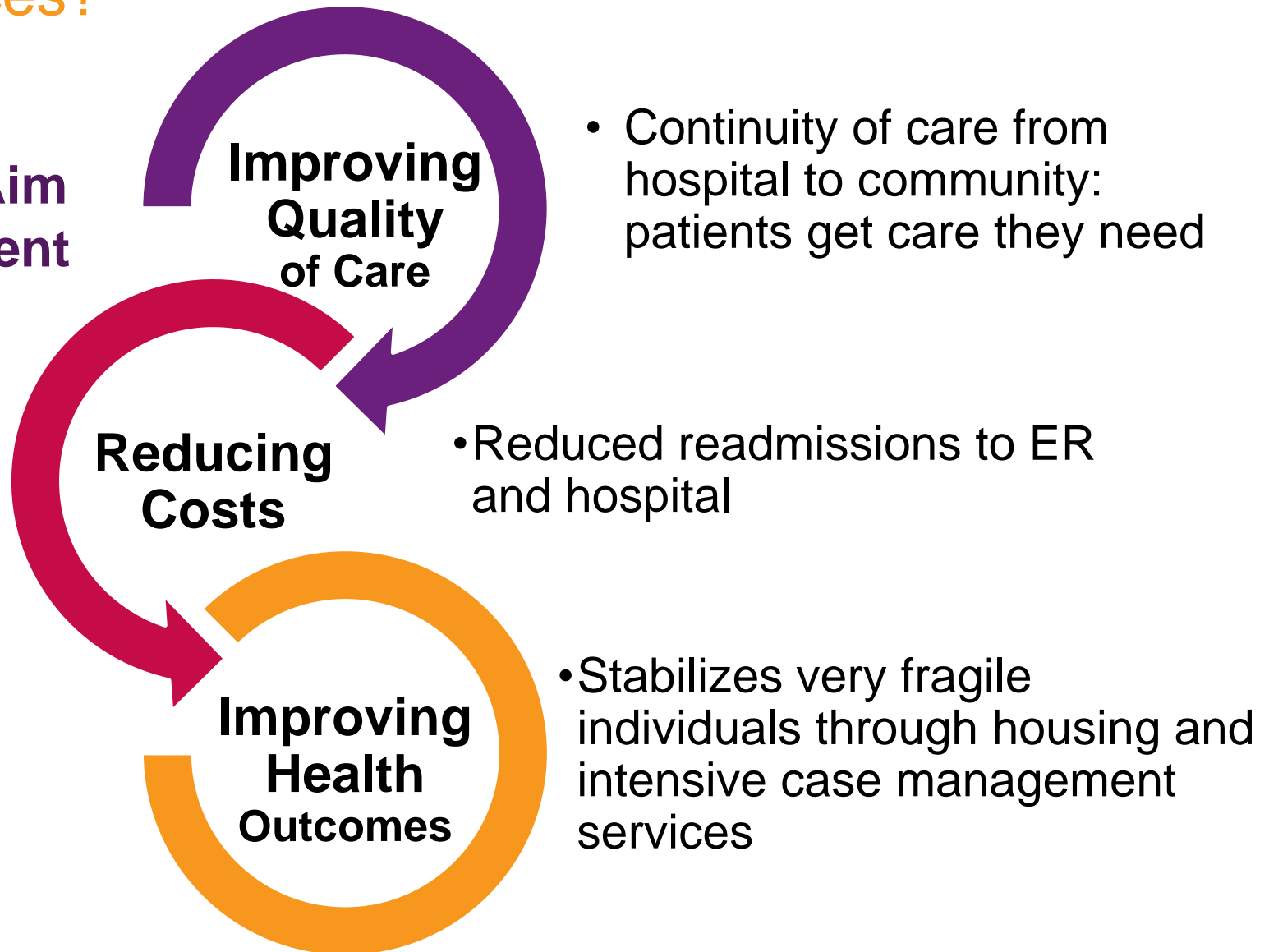
MCOs strive to reinvest cost savings through shared savings programs and provider partnerships.



Improvement in health plan performance, health care quality, and outcomes are key objectives of Medicaid managed care.

# Why do MCOs contract for supportive housing services?

## Triple Aim Alignment



# CMS Information Bulletin- June 2015

DEPARTMENT OF HEALTH AND HUMAN SERVICES  
Centers for Medicare & Medicaid Services  
7500 Security Boulevard, Mail Stop S2-26-12  
Baltimore, MD 21244-1850



## *CMCS Informational Bulletin*

**DATE:** June 26, 2015

**FROM:** Vikki Wachino, Director  
Center for Medicaid and CHIP Services

**SUBJECT:** Coverage of Housing-Related Activities and Services for Individuals with Disabilities

This Informational Bulletin is intended to assist states in designing Medicaid benefits, and to clarify the circumstances under which Medicaid reimburses for certain housing-related activities, with the goal of promoting community integration for individuals with disabilities, older adults needing long term services and supports (LTSS), and those experiencing chronic homelessness<sup>1</sup>. Consistent with statute, CMS does not provide Federal Financial Participation (FFP) for room and board<sup>2</sup> in home and community based services,<sup>3</sup> but can assist states with coverage of certain housing-related activities and services.

This Bulletin underscores CMS' commitment to help states expand home and community-based living opportunities consistent with the Affordable Care Act, the implementation of the Home and Community Based Services (HCBS) settings final rule governing Medicaid's 1915(c) HCBS Waiver program, 1915(i) HCBS State Plan Option, and 1915(k) Community First Choice State Plan Option<sup>4</sup>, as well as the Americans with Disabilities Act and the Supreme Court's decision in *Olmstead v. L.C.*<sup>5</sup>. The information in this Bulletin is based on evidence from studies demonstrating that providing housing-related activities and services facilitates community integration and is cost effective. This Bulletin is also intended to help states design benefit programs that acknowledge the social determinants of health, and contribute to a holistic focus on improvement of individual health and wellness.

### **Describing Housing-Related Activities and Services**

Most broadly, housing-related activities include a range of flexible services and supports available to individuals with disabilities and older adults needing LTSS, as well as collaborative efforts among key Medicaid and housing agency staffs and stakeholders. In recent years, the

<sup>1</sup> CMS and SAMHSA are working on providing additional guidance to clarify the circumstances under which Medicaid reimburses for certain housing-related activities and services for persons experiencing chronic homelessness.

<sup>2</sup> Room and board also includes capital funds used for new construction or rehabilitation of housing.

<sup>3</sup> There are two exceptions that are described in the paragraph on 1915(c) waivers on page 5.

<sup>4</sup> Final Rule - CMS 2249-F - 1915(i) State Plan Home and Community-Based Services, 3-Year Period for Waivers, Provider Payment Reassignment, Setting Requirements for Community First Choice, and CMS 2296-F 1915(c) Home and Community-Based Services Waivers, published January 10, 2014, available at <http://www.medicare.gov/final-rule>.

<sup>5</sup> Americans with Disabilities Act and as interpreted in the U.S. Supreme Court's 1999 decision in *Olmstead v. L.C. (Olmstead)*. For details: Statement of the Department of Justice on Enforcement of the Integration Mandate of Title II of the Americans with Disabilities Act and *Olmstead v. L.C.* <http://www.sdoj.org/Olmstead%20a.%20Olmstead.htm>

The information in this Bulletin is based on evidence from studies demonstrating that providing housing-related activities and services facilitates community integration and is cost effective.

# Housing-related Activities & Services

## 1. Individual Housing Transition Services

Services that support an individual's ability to prepare for and transition to housing.

## 2. Individual Housing & Tenancy Sustaining Services

Services that support the individual in being a successful tenant in his/her housing arrangement and thus able to sustain tenancy.

## 3. State-level Housing Related Collaborative Activities



Sounds like housing first services? It should!

# Examples of Medicaid Reimbursement for Services

- Per member per month or other capitated rate
- Fee for service reimbursement
- Quality Improvement investment

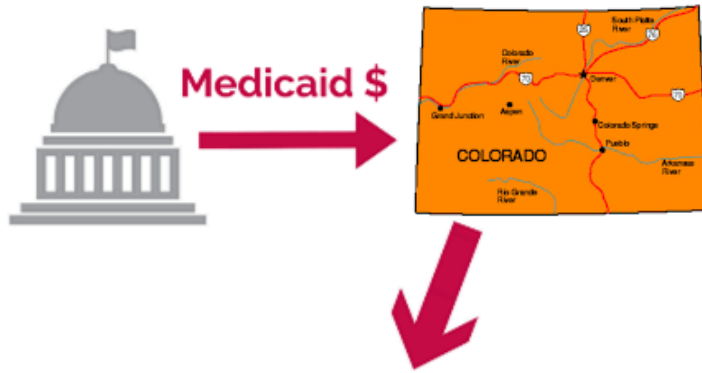


# Types of Contracts

- Colorado – Behavioral Health provider contract
- Washington – Tenancy Support Benefit
- Illinois – Subcontract partnership, FQHC
- New York – Subcontract Health Home partnership
- New Hampshire – MCO contract (non benefit QI) and DSRIP

# Existing Benefit Model

State contracts with MCOs for healthcare services, including outpatient behavioral health



Supportive housing  
Medicaid Provider

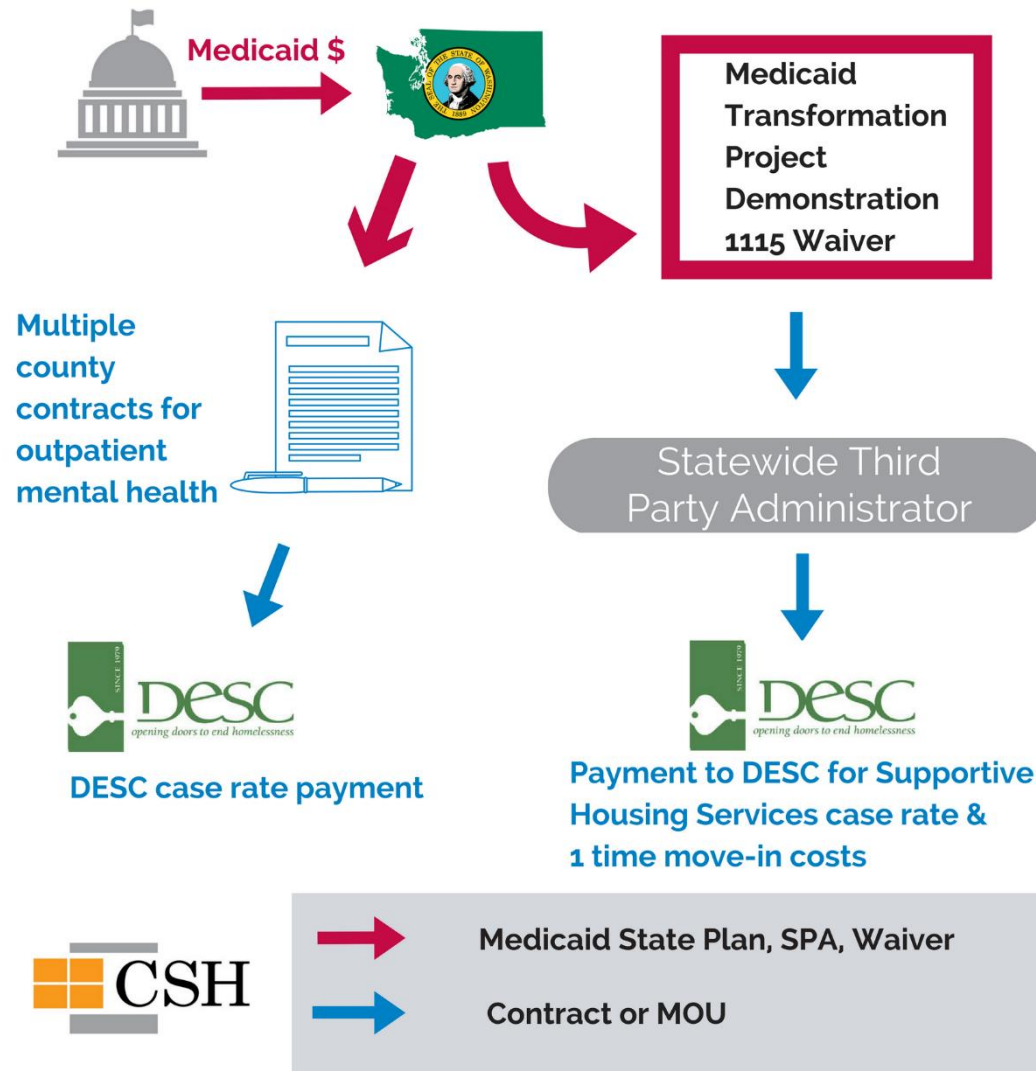
MCOs contract with Supportive Housing providers that have become Behavioral Health Providers

# New Benefit Model

## DESC Medicaid Funding Model

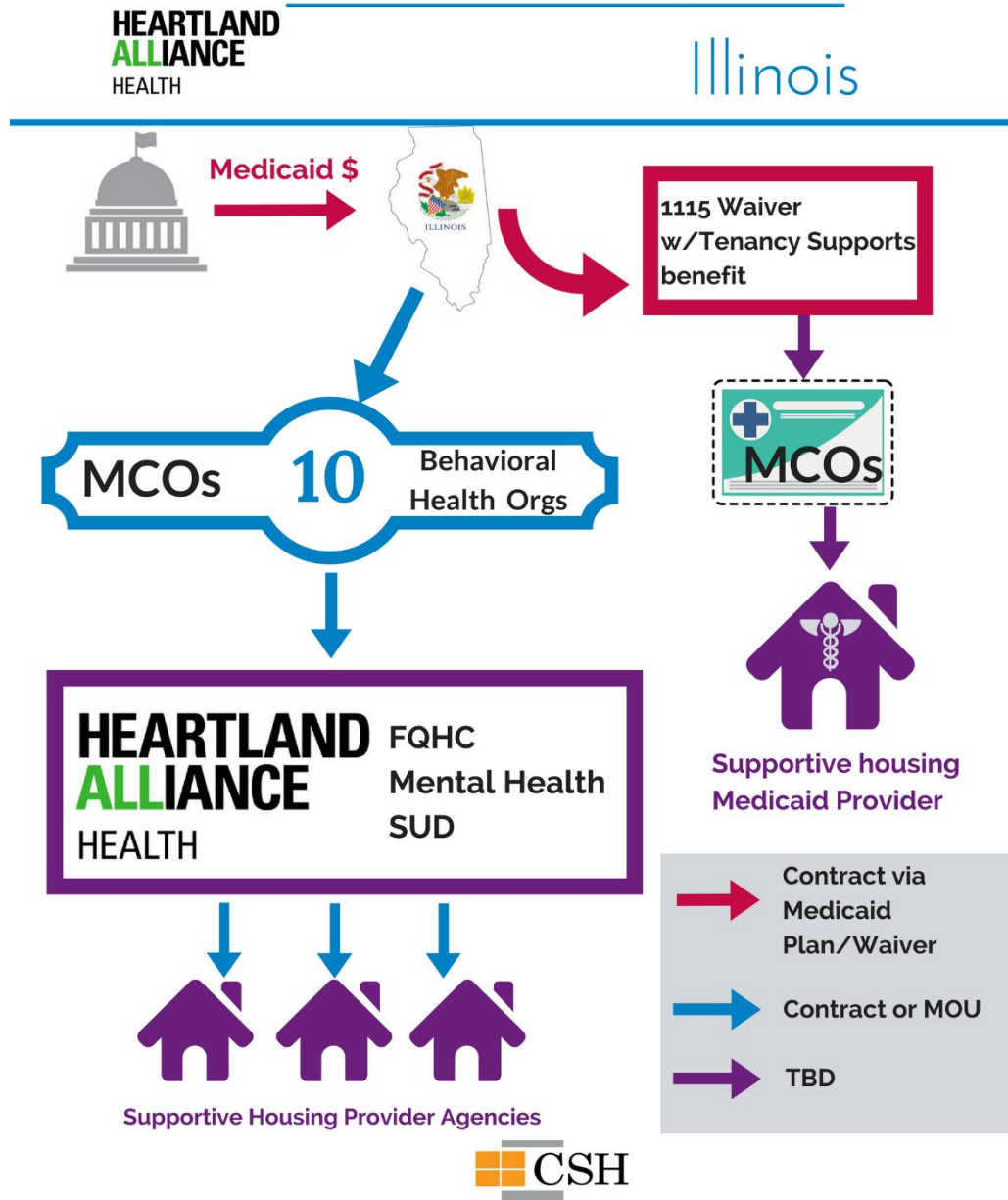


Washington



# Subcontract FQHC Model

## Heartland Health Outreach Medicaid Funding Model

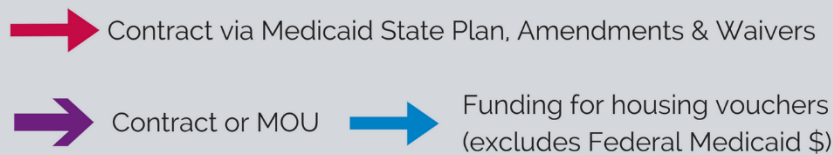
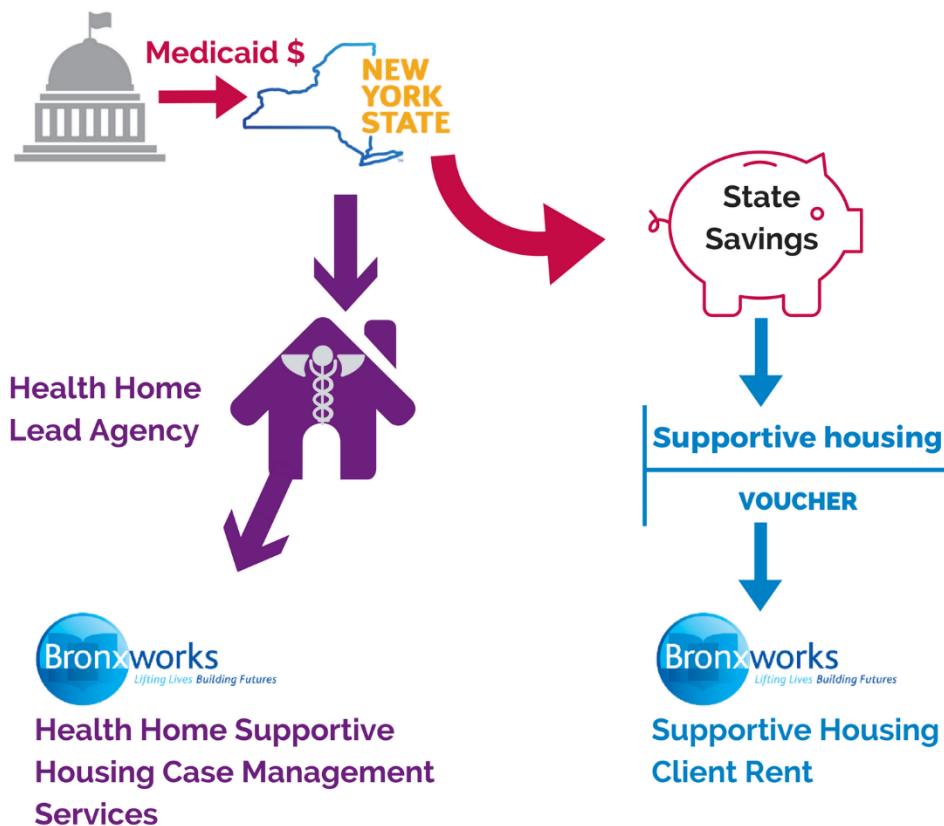


# Subcontract HH Model

## Bronx Works Medicaid Funding Model

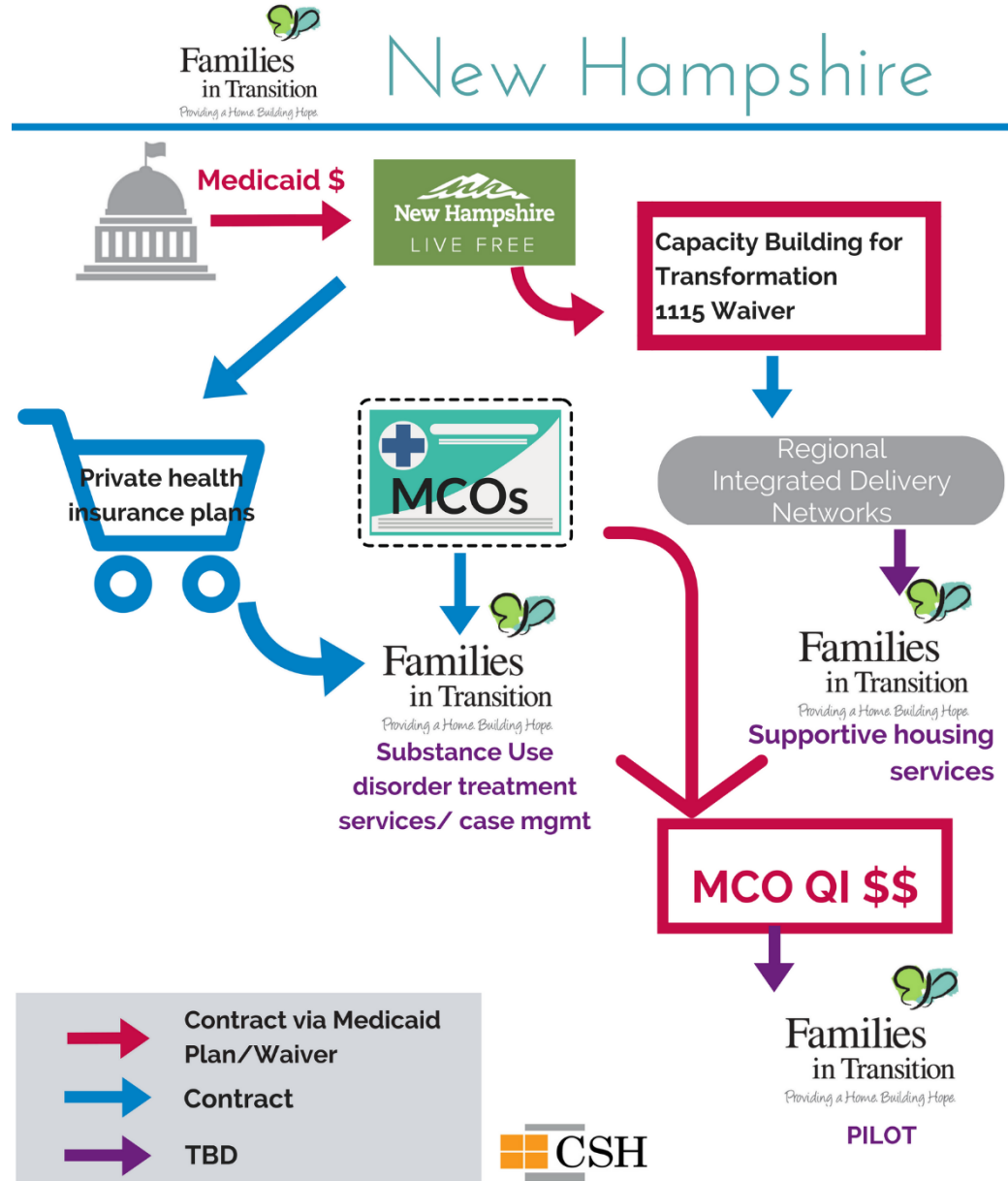


New York



# MCO QI Contract Model

## Families in Transition Medicaid Funding Model

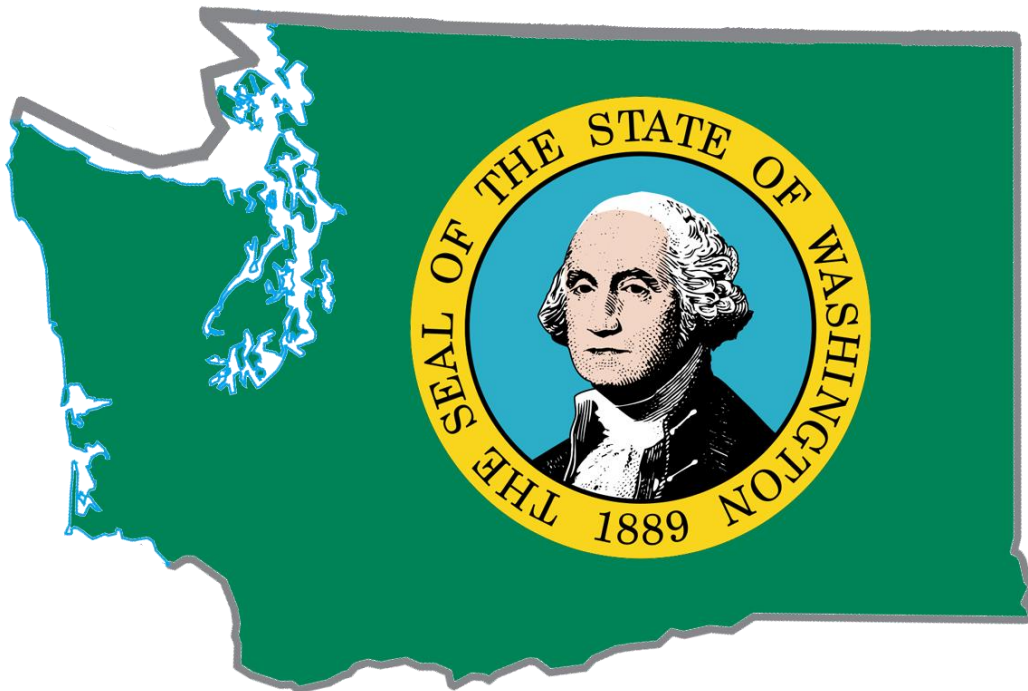


# Examples of State & Health Plan Standards

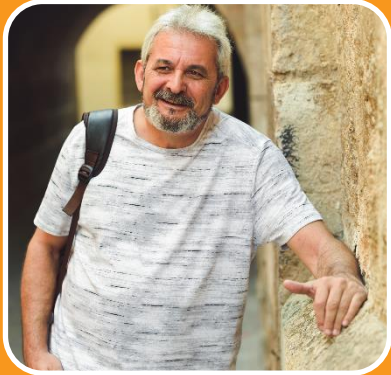


# Ensuring Quality in Provider Contracts

CSH is working with the Washington State  
Department of Long Term Services and Supports:  
ALTSA Provider Contract



# ALTSA Supportive Housing Requirements:



## Housing Policies Are Committed to:

- Housing First Principles
- Harm Reduction Principles
- Serving Complex and High Service Needs Individuals



## Supportive Service Delivery Will:

- Promote Tenant Choice
- Be Flexible and Voluntary
- Feature Assertive Engagement Approach
- Offer High Degree of Service Coordination

# ALTSA Supportive Housing Requirements:

## **Housing Provider will commit to:**

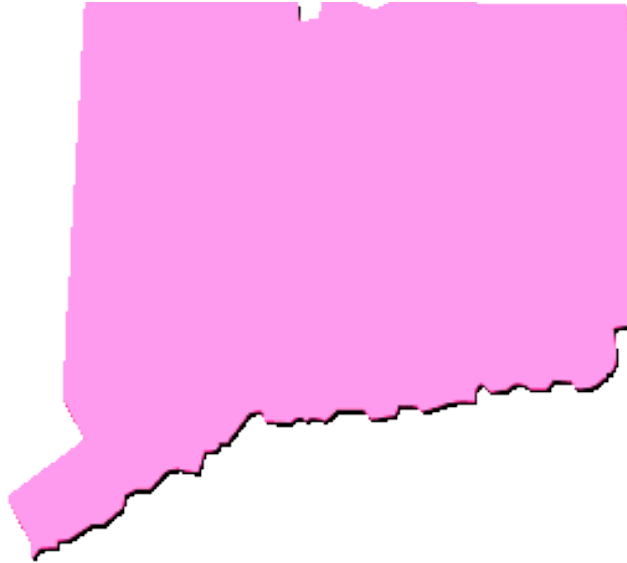
- ❑ Tenant Choice
- ❑ Access
- ❑ Quality
- ❑ Integration
- ❑ Permanent/Independent Units
- ❑ Affordability
- ❑ Coordination between Housing and Services
- ❑ Delineation of Roles



# Approaches to ensuring quality



DMHAS Supportive Housing Quality Initiative  
Review Domains, Scoring and Inputs



Connecticut DMHAS  
approach



Quality Certification  
[certification@csh.org](mailto:certification@csh.org)



Houston, Texas  
CoC approach



# Setting Industry Standards



Learn more at:  
[www.csh.org/quality](http://www.csh.org/quality)

# PROJECT COMPONENTS

Project  
Design and  
Administration

Property  
and Housing  
Management

Supportive  
Services

Community

## Tenant-Centered

Tenants play an active role in planning the supportive housing project, and all partners share a common commitment to helping tenants thrive.

Staff educates tenants on their rights and responsibilities as leaseholders, actively soliciting tenant feedback.

Services are voluntary, customized and comprehensive, reflecting the needs of all household members.

Tenants have meaningful opportunities for leadership through avenues such as tenant associations and board positions.

## Accessible

The housing is affordable, in a location that meets tenants' needs and accommodates persons with special needs.

Tenants move into housing quickly, and the process accommodates their varying backgrounds and cultural needs.

Staff actively works to ensure that tenants are aware of available services, which are at convenient hours and locations.

The housing application and screening process is part of a larger community strategy to coordinate access to housing.

## Coordinated

Roles, responsibilities and communication strategies are clearly established among the supportive housing partners, codified in written agreements and revisited regularly.

Staff works closely with service providers and landlords to ensure tenants sustain stable housing.

The primary service provider has established connections to maintenance and community-based resources.

Tenants who have high service needs or who are high utilizers of existing systems are given priority for available units.

## Integrated

The supportive housing project meets or exceeds community standards, and the partners actively engage in community dialogue.

All tenants are offered a choice of housing unit and have a lease identical to tenants not in supportive housing.

Staff supports tenants in developing and strengthening connections to their community.

There is an overall strategy promoting the ability of tenants to choose from a variety of housing models and neighborhoods.

## Sustainable

The supportive housing project has funding that is adequate for its ongoing operations and allows it to target its intended tenants.

While respecting tenant rights and privacy, staff regularly checks to ensure that the unit remains in good condition and receives any needed maintenance.

The supportive housing project has funding that is sufficient to provide services to tenants on an ongoing basis and flexible enough to address changing tenant needs.

Goals outlined in community planning efforts, such as 10-year plans to end homelessness and coordinated plans, are furthered as a result of this supportive housing.

DIMENSIONS OF QUALITY

Page 5  
summary  
matrix

Dimensions of Quality Supportive Housing  
 Guidebook and Self-Assessment

# Tips for Negotiating Contracts





# Resources for Next Steps

- Medicaid Billing Agency Readiness Assessment
- Services Staffing & Budget Template
- Quality SH Self-Assessment - online
- Additional Training:
  - Online Medicaid Academy
  - Medicaid 101 Series
  - CSH Summit 2018

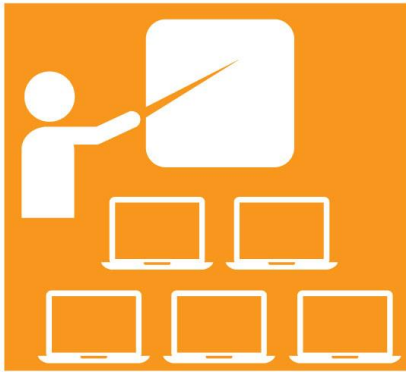






# Supportive Housing TRAINING CENTER

Your Source for Professional Development



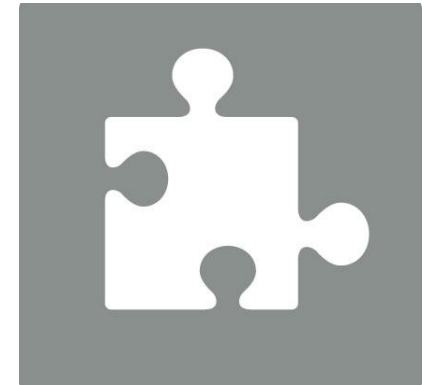
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