

TEMPLATE FOR TRANSFORMATION PROJECT SUGGESTIONS

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Project Title	Housing is Healthcare: Integrated Healthcare and Permanent Supportive Housing at Plymouth Housing Group's 7th & Cherry project

Rationale for the Project

Problem statement: King County's 2015 One Night Count found over 10,000 people experiencing homelessness in our community, including 3,772 people surviving outdoors. The downtown Seattle programs at Harborview Medical Center serve well over 2,000 homeless patients each year, many experiencing complex health needs that are very difficult to address while they are experiencing homeless. These patients are better served in a supportive housing environment, and we are working to connect healthcare and housing resources to ensure that they receive priority for entry into supportive housing, as well as integrated healthcare and housing services once they are living in their homes. Patients experiencing homelessness struggle with more complex health needs and a shorter life expectancy than the general population.

Supporting research: American Journal of Public Health, Feb. 2013, Vol. 103, No. 2, "A Pilot Study of the Impact of Housing First-Supported Housing for Intensive Users of Medical Hospitalization and Sobering Services" (<http://ajph.aphapublications.org/doi/abs/10.2105/AJPH.2012.300867>);

SAMHSA recognizes supportive housing as an evidence-based program for people with behavioral health conditions (<http://www.nrepp.samhsa.gov/>);

King County MIDD Seventh Annual Report (2015) shows reduction in jail, emergency department, and psychiatric hospital for individuals receiving the supportive housing intervention (<http://www.kingcounty.gov/healthservices/MHSA/MIDDPlan/MIDDCommittees/Reports.aspx>);

The Journal of the American Medical Association, Apr. 2009, 301(13): 1349-1357, "Health Care and Public Service Use and Costs Before and After Provision of Housing for Chronically Homeless Persons With Severe Alcohol Problems" (<http://jama.jamanetwork.com/article.aspx?articleid=183666>).

How this project benefits Medicaid beneficiaries: Through strategic partnerships between healthcare institutions, nonprofit housing providers, and other service providers, we can more adequately target and serve high utilizers of Medicaid who are extremely low income and experiencing homelessness. We believe this project will improve health outcomes for this population, and increase efficiency and quality of care for this group of people once they are more stable and living in a supportive housing environment. There will be significant cost reductions to mainstream systems for the individuals who are placed in this supportive housing project, and the innovation will be scalable to serve more Medicaid beneficiaries living in supportive housing facilities throughout King County and the State.

Project Description

Which Medicaid Transformation Goals are supported by this project/intervention? Check box(es)

- ✓ Reduce avoidable use of intensive services
- ✓ Improve population health, focused on prevention
- ✓ Accelerate transition to value-based payment

Which Transformation Project Domain(s) are involved? Check box(es)

- ✓ Care Delivery Redesign
- ✓ Population Health Improvement – prevention activities

- *Region(s) and sub-population(s) impacted by the project.*

Plymouth Housing Group's 7th & Cherry project is located in downtown Seattle, within a few blocks of Harborview Medical Center and the King County Jail, and will benefit the Seattle/King County region. The target

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population is chronically homeless single adults with co-occurring physical health, mental health, and substance use disorders. It is intended for this project to focus specifically on high utilizers of Medicaid who are experiencing homelessness and are ready to be discharged from Harborview Medical Center. The project may also focus on high utilizers of the King County jail who are experiencing homelessness and co-occurring disorders, as part of the King County Familiar Faces Initiative. Lessons learned from this project may enable us to apply this model to numerous other supportive housing projects throughout King County and the State.

- *Relationship to Washington's Medicaid Transformation goals.*

This project will primarily address two of the four goals of the Transformation Waiver. The project will reduce avoidable use of intensive services (such as hospital and jail) by intentionally reaching out to homeless high utilizers of Medicaid who are receiving care at Harborview Medical Center and moving them directly to the permanent supportive housing project, where they are more able to stabilize their health and reduce their need for intensive services. We also hope to achieve a reduction in avoidable use of hospital, emergency services, and Long-Term Services and Supports by providing comprehensive and integrated healthcare services to meet the needs of these complex cases once they are in permanent housing. We are committed to supporting people to live in their homes as long as possible – even when they face significant health challenges.

The project will improve population health by providing the stability of permanent housing to formerly homeless individuals with co-occurring disorders, who would otherwise continue to cycle in and out of costly and intensive services and receive poorly coordinated and sporadic healthcare interventions.

The integrated healthcare services provided here could be used to test a value-based payment model.

- *Project goals, interventions and outcomes expected during the waiver period.*

Numerous studies have demonstrated that supportive housing reduces intensive system costs for the most vulnerable people in our community. This project aims to improve health while also reducing Medicaid, hospital, and jail utilization and cost. Specifically for the housing intervention, Plymouth Housing Group strives for a high rate of housing stability at one year and as few returns to homelessness as possible. Through an extensive partnership network of housing providers, service providers, and healthcare agencies, we hope to improve the efficiency and quality of care for these people living with complex health challenges in our community.

- *Links to complementary transformation initiatives and/or Medicaid Transformation initiatives #2 and 3.*

There is a direct link between this project and Initiative #3, since this is a site where we could test the implementation of the Medicaid benefit for Supportive Housing. Because Plymouth Housing Group is not currently licensed to bill Medicaid, we will need to explore licensure or close partnership with another agency to implement such a benefit. The targeted community support of permanent housing is one of the primary determinants of health, foundational to health and stability.

This project is also connected to Initiative #2 because we believe that providing more comprehensive care to our residents in permanent housing will enable them to stay in their own homes longer, and avoid use of expensive Long-Term Services and Supports. We must develop better treatment options for this group of people, many of whom require service within the harm reduction and trauma informed environment that supportive housing provides.

- *Potential partners, systems, and organizations engaged to achieve the results of the proposed project.*

Plymouth Housing Group is the owner and operator of the housing project, and will provide the staffing and expertise needed to implement the Housing First model and provide harm reduction and trauma informed services to tenants onsite. Plymouth exclusively provides housing services, and relies on numerous community partners to provide additional services to our residents in order to help them maintain and improve their health, and to stay at home as long as possible and avoid other long term care living situations.

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Plymouth has experience partnering with the following agencies in other permanent supportive housing projects, and anticipates collaboration for the 7th & Cherry project. The partnership details, including specific roles and responsibilities, are still under development.

Harborview Medical Center and Evergreen Treatment Services are potential partners in providing referrals for permanent housing at 7th & Cherry, as well as providing healthcare services onsite once people are housed.

Neighborcare Health is a potential partner in providing healthcare services onsite.

As always, Plymouth will also engage with other housing providers, behavioral health providers, veteran serving organizations, DSHS, the First Hill community, and volunteers to provide a rich array of services at 7th & Cherry.

Core Investment Components

- *Proposed activities, cost estimates, numbers served, timeline.*

Plymouth Housing Group will provide all onsite housing case management services, 24/7 front desk coverage, building janitorial, maintenance, and supervision. Healthcare partners will provide integrated services onsite, including nursing, mental health treatment, substance use treatment, and other services to improve health and quality of life for people living at 7th & Cherry.

7th & Cherry is a Housing First project that will provide 77 units of permanent supportive housing, with approximately 40 units dedicated to high utilizers of Medicaid, and the remaining 37 units serving other chronically homeless high utilizers of jails, sobering center, emergency shelters, and other systems.

The permanent supportive housing operation costs approximately \$13,000 per person per year, with tenants contributing 30% of their income. Local or federal housing subsidy and service funding will cover most of the operating and service costs for this project. Leveraging these significant federal and local housing dollars, the integrated healthcare services cost approximately \$3,181 per person per year. Integrated healthcare services will help us minimize the number of people who have to exit Plymouth Housing Group, which will help us avoid turning units over at a cost of approximately \$2,100 for each turn.

The capital funding for 7th & Cherry is committed and construction will begin in summer 2016, anticipating all 77 units to be occupied by September 2017. Once the project is fully operational, it will require ongoing partnership development and coordination between housing, healthcare and other service agencies to properly address the complex needs of this population.

- *The financial return on investment (ROI) opportunity.*

The 2013 AJPH article referenced above showed a cost reduction of \$36,579 per person per year for those individuals who received the Housing First/supportive housing intervention.

The 2009 JAMA article referenced above showed a cost reduction of \$29,388 per person per year for those individuals who received the Housing First/supportive housing intervention.

The 2014 Corporation for Supportive Housing report, "Creating a Medicaid Supportive Housing Services Benefit: A Framework for Washington and Other States", uses the Washington State Research and Data Analysis Division's 2012 analysis to show a total Medicaid cost reduction of \$6,360 per beneficiary per year for those individuals who received the supportive housing intervention.

Project Metrics

- *Key process and outcome measures against which the performance of the project would be measured.*

Relevant outcome measures for this project include: reduction in use of intensive services such as hospital and jail, improved access to preventive/ambulatory care, alcohol and drug treatment retention, alcohol and drug treatment penetration, mental health treatment penetration, reduction in psychiatric hospital readmission rate.

Partners involved in this project will collaborate with King County, the ACH, and DSHS to establish evaluation criteria and robust benchmark data in order to measure progress made by people who receive the supportive housing intervention at 7th & Cherry.