Housing & Health care: Teaming Up to Achieve the Triple Aim
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Director, Government Contracts
Molina Healthcare of Ohio
The Molina Story

Over Three Decades of Delivering Access to Quality Care

Molina Healthcare was founded as a single clinic in 1980, to serve patients who wouldn’t otherwise have access to quality health care. The company mission: We improve the health and lives of our members by delivering high-quality health care.

Today, Molina is a FORTUNE 500 company, providing managed health care services under the Medicaid and Medicare programs and through the state insurance marketplaces. Molina serves the diverse needs of over 3.4 million members across the U.S. through government-funded programs. Molina provides NCQA-accredited care and services that focus on promoting health, wellness and improved patient outcomes. Although Molina has evolved into a national health care company, the mission has remained the same. Molina takes every opportunity to put members first.
Our Footprint Today
Geographically diverse and national in scope

Membership by Line of Business

- 88% Medicaid
- 3% Medicare
- 9% Marketplace

Molina Health Plans
Medicaid, Medicare, Marketplace and other government-sponsored programs

Molina Healthcare
Your Extended Family
Molina Healthcare of Ohio Snapshot

Health Plan Facts
- 329,000 members
- 632 employees
- 3 offices across Ohio

Provider Network
- 36,393 primary care & specialist providers
- 345 hospitals
- 4,431 ancillary service providers

Lines of Business
- Medicaid
- Medicare (D-SNP)
- MyCare Ohio Medicare-Medicaid
- Health Insurance Marketplace

Health Plan Leadership
- Ami Cole, Plan President
- John Johnson, MD, Chief Medical Officer
Ohio mandates statewide Medicaid Managed Care

Molina Healthcare is awarded a Medicaid contract

The first Covered Families and Children (CFC) members are enrolled

100,000 members

The Centers for Medicare and Medicaid approve Molina Healthcare to cover Medicare members

200,000 members

Molina Healthcare’s Medicaid contract is renewed

Molina Healthcare is awarded the MyCare Ohio contract to cover dual eligibles

Molina Healthcare begins covering Aged, Blind or Disabled (ABD) members

The first annual Community Champions Awards event is held

Molina Healthcare begins offering services through the Health Insurance Marketplace

Molina Healthcare receives the most stars on the first annual Ohio Managed Care Plans Report Card

Ohio mandates statewide Managed Care for new populations

Molina Healthcare achieves NCQA Commendable status for Medicaid plan

Ohio carves in behavioral health services for Medicaid members

Launch of Molina Innovation Fund and invests $300K for innovations addressing social determinants of health like housing and food insecurity

Launch Medicare DSNP Product in 27 counties

100,000 members

200,000 members

300,000 members
The Molina Mission

Our Vision
We will distinguish ourselves as the low cost, most effective and reliable health plan delivering government-sponsored care.

Our Mission
We improve the health and lives of our members by delivering high-quality health care.

Core Values
- Integrity Always
- Absolute Accountability
- Supportive Teamwork
- Honest and Open Communication
- Member and Community Focused
Jerrie O’Rourke, LISW-S
Corporate Director, Senior Care Management
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Our Scope

Retirement Living
Affordable Housing
Skilled Nursing Homes
Assisted Living Services
Home Services
Hospice

We are our nation’s largest not-for-profit provider of affordable senior housing.
2,112 clients served in 2018 by National Church Residences Home and Community Services in central and southern Ohio

419 adult day clients served in 2018 in our Centers for Senior Health

853 formerly homeless adults now in safe and stable homes in our owned and managed Permanent Supportive Housing communities

18 Volunteer Lay Chaplains provided residents with emotional and spiritual support through our volunteer chaplaincy program launched in 2018

361 clients received Hospice Services in 2018

3,000 national staff members employed and supported by 1,094 volunteers nationwide
FUN FACTS ABOUT US

57+ years providing affordable housing and health care services to seniors

340 communities in 25 states and Puerto Rico, making us the nation’s largest non-profit provider of affordable senior housing

250 of our communities offer service coordination programs

209 balloons were released during the 2018 Hospice Memorial Event
National Church Residences

Footprint

CURRENT STATS
- 345 Senior Apartment Communities / 20,126 units
- 4 Assisted Living Conversion Program (ALCP) Communities / 168 units
- 5 Family Communities / 5,017 units
- 11 Permanent Supportive Housing (PSH) Communities / 853 units
- 7 Residential Health Care Communities
- 2 Home Health Care Agencies / 3,000 clients
- 3 Adult Day Centers / 200 client capacity

*Excludes 104 Senior Apartment Units
**Number of people served in Central Ohio – Home Care, Hospice, Health & Wellness and Ohio Home Choice Southern Ohio – Home Care, Hospice, Health & Wellness
OUR VISION ...

To advance better living for all seniors, enabling them to stay home for life.

National Church Residences
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Rosemary Mathes
Loreal Trammer
Allison Everett

Sherry Ellington
Lisa Payne
Diana Ransom

Tara Wenger, MSW
Senior Director of Support Services
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Abigail Yoder, LSW
Lead Quality Assurance Specialist
HOME FOR LIFE MODEL

National Church Residences created the HOME FOR LIFE program to partner with healthcare providers, Managed Care Plans and Medicare Advantage plans to:

- **Proactively identify members within a rising-risk and high risk** of needing additional support within the membership group
- **Provide person-centered service plans** that identify the member’s needs and interventions
- **Track intervention and outcomes** using National Church Residences’ proprietary Care Guide tool
- **Assist the care transition process** through an interdisciplinary team approach
- **Assist members in managing chronic diseases** and other social determinants (SDoH)
- **Ensure better health outcomes, improve membership satisfaction and lower the cost of care** for the most vulnerable seniors in the Medicare Advantage plans
- **Maximize PMPM Reimbursement Revenue** for clients through increased access to PCPs to capture the appropriate diagnosis codes consistent with the real health condition of the patient
HOME FOR LIFE

Home is wherever a senior chooses to live...

HOME FOR LIFE is National Church Residences' progressive plan for helping seniors remain healthy and happy wherever they call home — whether that is an apartment, house, or an independent setting in Senior Living or Affordable Housing.

- NEW MODEL OF PROACTIVE RESIDENT ENGAGEMENT
- A CARE MANAGEMENT TOOL FOR ASSESSING RESIDENT NEEDS
- PARTNERSHIP OPPORTUNITIES FOR HOUSING & HEALTH CARE
- PROMOTES RESIDENT HEALTH & SOCIALIZATION

ENHANCED SERVICE COORDINATION

CARE GUIDE

PREFERRED PROVIDER for health care services

SOCIAL EVENT PROGRAM of events and activities
Care Management – MyCare Ohio

Integrated Care Management Program

Roles

CARE MANAGEMENT: MEMBER-CENTERED
PROBLEM-SOLVERS

INTERDISCIPLINARY CARE TEAM: COLLABORATIVE
EFFORTS FOR BEST OUTCOMES

TRANSITIONS OF CARE: HIGH-TOUCH
CARE FOLLOWING DISCHARGE

Levels

1. CARE MANAGEMENT FOR LOW/MONITORING MEMBERS

2. CARE MANAGEMENT FOR MEDIUM-RISK MEMBERS

3. FACE-TO-FACE CARE MANAGEMENT FOR HIGH-RISK MEMBERS

4. FACE-TO-FACE CARE MANAGEMENT FOR COMPLEX/INTENSIVE MEMBERS
## Communications Strategy

### Molina $\rightarrow$ NCR

<table>
<thead>
<tr>
<th>Service</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member Roster</td>
<td>Monthly</td>
</tr>
<tr>
<td>Care Plans</td>
<td>Anytime there is a change in member condition</td>
</tr>
<tr>
<td>Assessments</td>
<td>Anytime there is a change in member condition</td>
</tr>
<tr>
<td>Face-to-Face</td>
<td>Monthly</td>
</tr>
<tr>
<td>Admission $\rightarrow$ Discharge</td>
<td>ASAP</td>
</tr>
<tr>
<td>Appointments</td>
<td>ASAP</td>
</tr>
</tbody>
</table>

### NCR $\rightarrow$ Molina

<table>
<thead>
<tr>
<th>Event Type</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anytime there is a change in member condition</td>
<td>Case Management Plan</td>
</tr>
<tr>
<td>Anytime there is a change in member condition</td>
<td>Member Transition Notifications</td>
</tr>
<tr>
<td>Anytime a new assessment is performed</td>
<td>NCR Assessments</td>
</tr>
<tr>
<td>ASAP</td>
<td>Significant Change Event Notifications</td>
</tr>
<tr>
<td>Ad hoc</td>
<td>Block Schedules</td>
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<tr>
<td>ASAP</td>
<td>Discharge Plans &amp; Notifications</td>
</tr>
<tr>
<td>ASAP</td>
<td>Admissions</td>
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<tr>
<td>ASAP</td>
<td>ER Notification</td>
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<tr>
<td>MEASURE</td>
<td>GOAL</td>
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<tr>
<td>Emergency Department PMPM</td>
<td>5% reduction in cost</td>
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<tr>
<td>Inpatient Admissions PMPM</td>
<td>5% reduction in cost</td>
</tr>
<tr>
<td>Inpatient Readmission PMPM</td>
<td>5% reduction in cost</td>
</tr>
<tr>
<td>Annual Breast Screening</td>
<td>66%</td>
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<tr>
<td>Follow Up After Hospitalization</td>
<td>90%</td>
</tr>
<tr>
<td>Semi Annual BP Screening Counts</td>
<td>100%</td>
</tr>
<tr>
<td>Annual Flu Shot Counts</td>
<td>100%</td>
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</tbody>
</table>
Data Collection Made Easy

• Built on existing HUD model of Service Coordination
  – Continuous outreach and monitoring of residents
• Utilization of evidence based evaluation tools
  – Guided work based on vulnerability
• Outcome focused workflow
  – Reports make it easy to identify gaps in care
Reports make it easy to identify gaps and identify rising risk.
Lessons Learned

• Good communication needed
• Good documentation needed
• Depend on claims data, but it does not tell the whole story—the “proactive story”
• A pandemic requires a pivot
Thank You!

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THANK YOU

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