



# SEATTLE CITY COUNCIL

## Housing, Health, Energy, and Workers' Rights Committee

### Agenda

Thursday, March 7, 2019

9:30 AM

Council Chamber, City Hall  
600 4th Avenue  
Seattle, WA 98104

Teresa Mosqueda, Chair  
Debora Juarez, Vice-Chair  
Sally Bagshaw, Member  
Lisa Herbold, Alternate

Chair Info: 206-684-8806; [Teresa.Mosqueda@seattle.gov](mailto:Teresa.Mosqueda@seattle.gov)

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**SEATTLE CITY COUNCIL**  
**Housing, Health, Energy, and Workers' Rights**  
**Committee**  
**Agenda**  
**March 7, 2019 - 9:30 AM**

**Meeting Location:**

Council Chamber, City Hall, 600 4th Avenue, Seattle, WA 98104

**Committee Website:**

<http://www.seattle.gov/council/committees/housing-and-health>

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This meeting also constitutes a meeting of the City Council, provided that the meeting shall be conducted as a committee meeting under the Council Rules and Procedures, and Council action shall be limited to committee business.

*Please Note: Times listed are estimated*

**A. Call To Order**

**B. Chair's Report**

**C. Public Comment**

**D. Items of Business**

**1. Medicaid Demonstration Transformation**

*Supporting Documents:* [Presentation](#)

**Briefing and Discussion**

**Presenters:** Jeff Sakuma, Seattle Human Services, and Susan McLaughlin, Ph.D, Executive Director of HealthierHere

2. **Seattle Housing Authority Update**

*Supporting  
Documents:* [Presentation](#)

**Briefing and Discussion**

**Presenters:** Andrew Lofton, Executive Director, and Jared Cummer,  
Finance and Management Director, Seattle Housing Authority

**E. Adjournment**



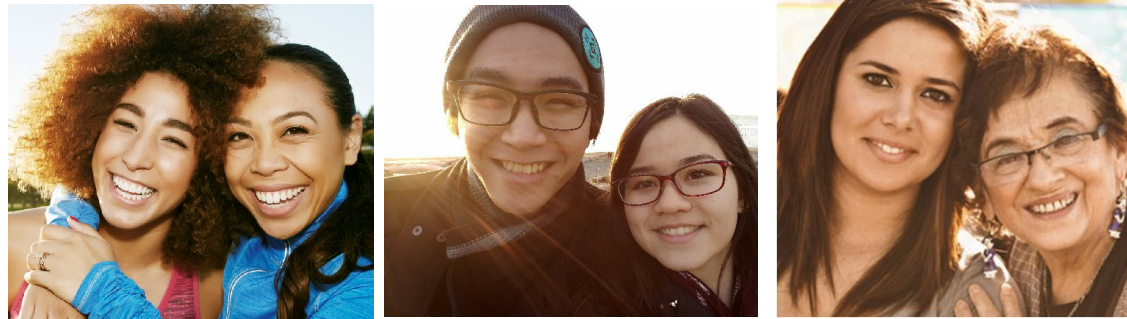
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Medicaid Demonstration Transformation



## Seattle City Council Housing, Health, Energy and Worker's Rights Committee

Susan McLaughlin, Ph.D., Executive Director  
March 7, 2019

# Agenda

- Overview of HealthierHere and the Opportunity
- HealthierHere's Transformation Portfolio
- 2019 Investment Strategy
- Questions & Discussion

# Overview of HealthierHere and the Opportunity

# HealthierHere is a Non-Profit Organization

Dedicated to improving the health and well being of people in King County, through innovative, cross sector collaborations. We work...

in partnership and collaboration with  
providers and community organizations

on behalf of people here, especially the most  
vulnerable

to catalyze and test new and better ways to  
respond to health and social problems

so that the system can work better for  
everyone





# Organizational Overview: A Regional Partnership

- 26-member, cross-sector, multi-stakeholder board
- Multidisciplinary backbone staff
- Contracted Accountable Community of Health (ACH) for the King County region
- Initial funding through Healthier Washington; long-term through grants, community support, and philanthropic investment

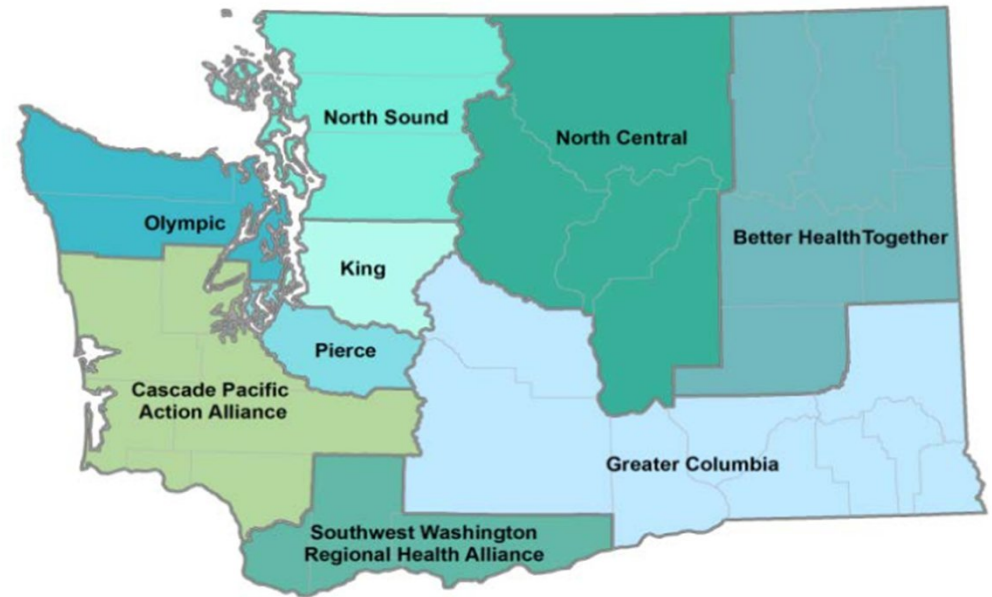
Medical Providers  
Behavioral Health Providers  
Hospitals  
Tribes  
Community Organizations  
Payers / MCOs  
City & County Government  
Foundations  
Advocates  
Consumers

# What are Accountable Communities of Health?

ACHs act as “change agents” for the Healthier Washington Initiative / Waiver:

9 regional multi-sector coalitions,  
aligned with Medicaid regional  
service areas

Responsible for developing  
and overseeing Medicaid  
Transformation Project to  
improve health and health equity  
in their region



# HealthierHere's Aim: A System that Works Better for Everyone



People in King County receive **better, more equitable care** and enjoy improved quality of life.



Providers get support to **improve outcomes** and **transition to value-based payment**



Community Organizations receive support to **address social determinants of health**

# Medicaid Transformation Project: Three Initiatives



Transformation  
thru Accountable  
Communities of  
Health  
Up to \$1.1 Billion



Long-term Services  
and Support  
\$175 Million



Foundational  
Community Support  
Services  
\$200 Million

# HealthierHere Funds Flow



Funds flow from  
Federal Government to  
State Government  
to a Fiscal Intermediary



This is Pay-for-Performance at the Systems Level

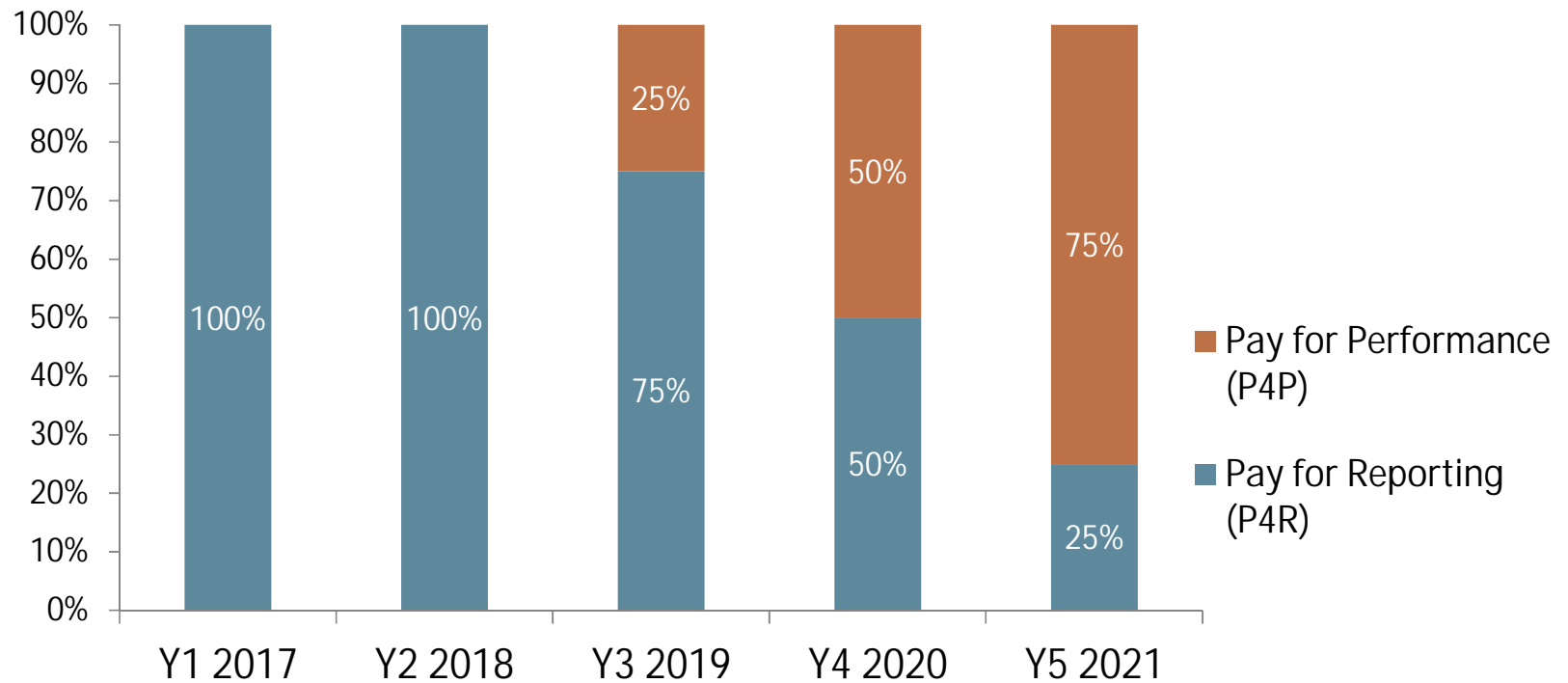
HCA measures whether  
milestones have been met



HealthierHere uses  
earned incentives to  
invest in innovations

# HealthierHere has a Pay-for-Performance Contract with HCA

Starting in 2019, an increasing portion of Medicaid Transformation Funding is tied to our region's performance on a set of 19 metrics



# Pay-for-Performance Metrics

Measure	Ages	Bi-directional integration (56%)	Transitional care (23%)	Opioid use (7%)	Chronic disease (14%)
All-cause ED visit rate	All ages	■	■	■	■
Acute hospital utilization <sup>1</sup>	18+	■	■	■	■
Follow up ED visit for chemical dependency	13+	■	■		
Follow-up ED visit for mental illness <sup>2</sup>	6+	■	■		
Follow-up hospitalization for mental illness <sup>2</sup>	6+	■	■		
All-cause hospital readmission rate <sup>3</sup>	18-64	■	■		
Child and adolescent access to primary care	1-19	■			■
Diabetes care: Eye exam	18-75	■			■
Diabetes care: Hemoglobin A1c testing	18-75	■			■
Diabetes care: Kidney screening	18-75	■			■
Asthma medication management	5-64	■			■
Percent homeless	All ages		■		
Mental health treatment penetration	6+	■			
Antidepressant medication management	18+	■			
Patients on high-dose chronic opioid therapy	All ages			■	
Patients with concurrent opioids & sedatives prescriptions	All ages			■	
Statin therapy for heart disease <sup>4</sup>	21-75				■
SUD treatment penetration	12+	■			
SUD treatment penetration - opioid use disorder	18+			■	

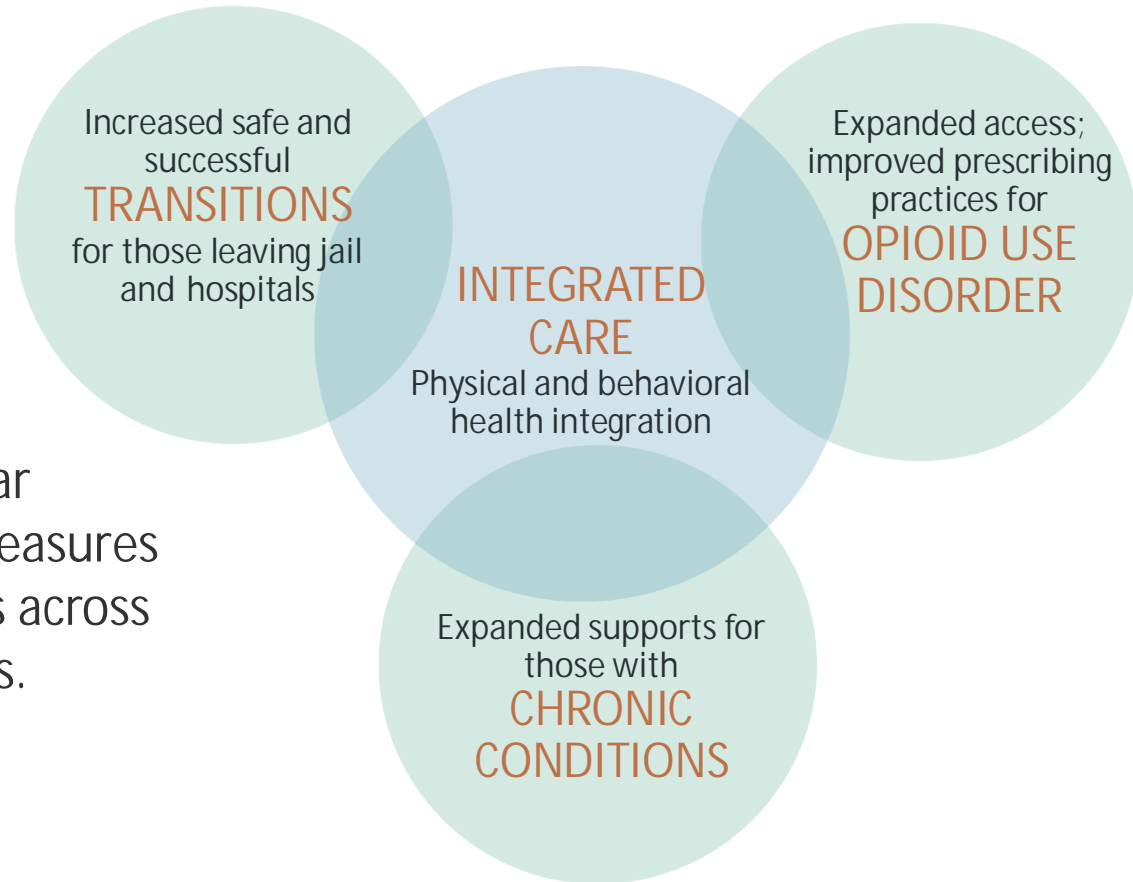
# HealthierHere's Transformation Portfolio



# Focus on Practice Change: Innovation Targets

## The Goal:

Improve year-over-year county-wide health measures for Medicaid enrollees across four innovation targets.

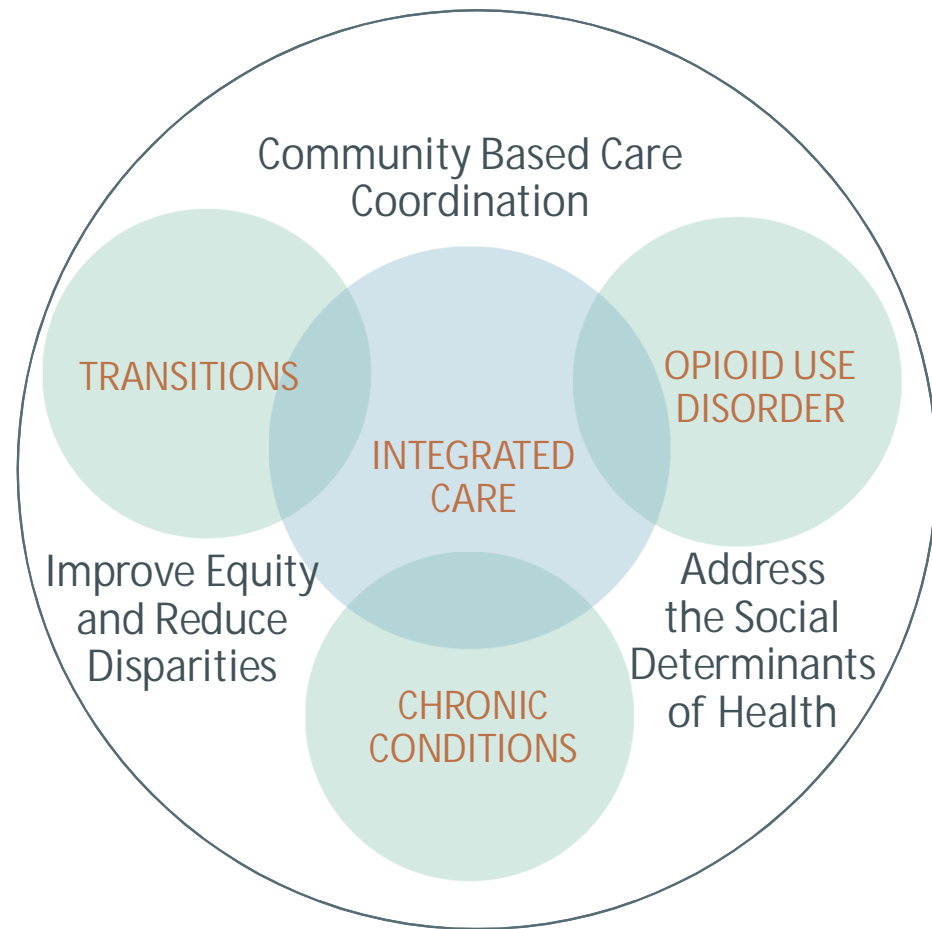


# Social Equity Framework

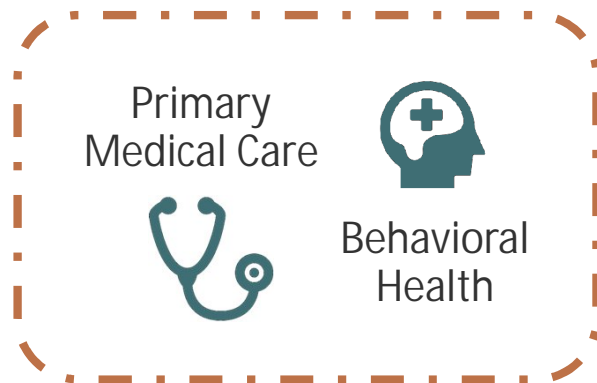
Shift the focus from what works for organizations to what works for people and populations

“Did you get the care/service you need?”

“Did it help you?”



# Innovation Target: Physical and Behavioral Health Integration



**Goal:** Improve access to services through enhanced screening, identification and treatment regardless of where a person receives care

## Levers

Shared Care Plans

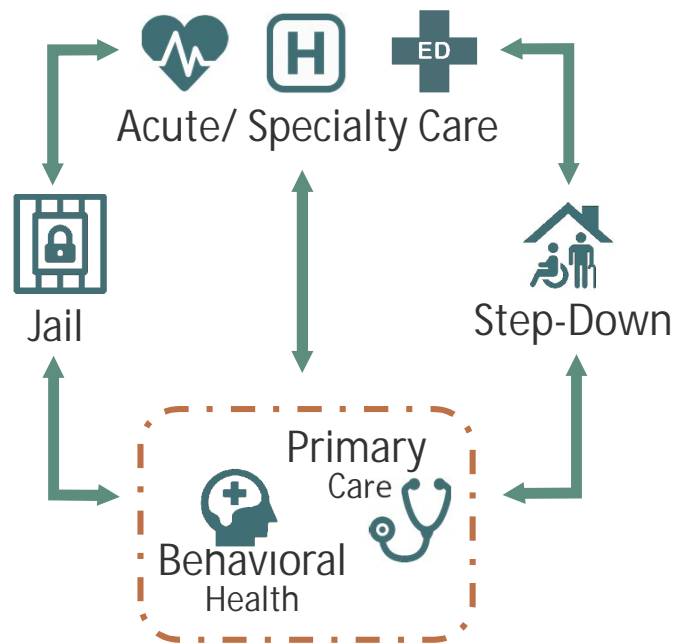
Enhanced Screening

Evidence-based Best Practices

Interoperable Data Systems

Enhanced Care Coordination

# Innovation Target: Safe and Successful Transitions



Goal: Improve transitional care services to reduce avoidable rehospitalization and ensure people get the right care in the right place

## Levers

Enhanced Care Coordination

Peer Support Specialists

Linkages to Community Based Organizations

Interoperable Data Systems

# Innovation Target: Prevent and Manage Chronic Conditions



Cardiovascular

Diabetes

Asthma

COPD (Lung Disease)

Goal: Integrate health systems and community approaches to improve chronic disease prevention and management

Levers

Self-Management Support

Population Health Management (Registries)

Team-Based Care

Community Health Workers (CHWs)

Shared Care Plan

# Innovation Target: Reduced Opioid Use

Prevention



Treatment and Recovery  
Support for People with  
Opioid Use Disorder

Goal: Reduce opioid-related disease and death through strategies that target prevention, treatment, and recovery supports

Levers

Improved Prescribing Practices

Increased Access to Evidence-Based Treatment  
(e.g., Medication Assisted Treatment)

Overdose Prevention

Recovery Coaches for Long-term Stabilization

# Long-term: What Success Looks Like



**Meaningful mechanisms for community and consumer voice** that help drive decision-making for healthcare



**Care teams that are representative, culturally competent and respectful** of individuals and community.



**Computer systems** that talk to each other to improve Community/Clinical connections



**Payment models** that compensate providers for keeping people healthy (rather than #’s of procedures) and Community-Based Organizations for contributing to better outcomes

# Community Partner Engagement

- Engage community-based organizations that provide services address Social Determinant needs (i.e., housing, food security, transportation, employment, etc.)
  - 9 Information Sessions + 2 Webinars
  - 98 Community Interest Forms
- Assess community organizational readiness and alignment with HealthierHere values and goals
- Select a cohort of community-based organizations to work with HealthierHere and clinical partners in support of transformation portfolio and metrics
  - Build capacity
  - Develop Clinical-Community linkages



# Community Building and Consumer Engagement

- One-third of Governing Board is community, consumer, tribes, and community-based organizations
- Community and Consumer Voice Committee – Formal Committee of the Board
  - Open monthly meeting for community members and Medicaid beneficiaries to advise HealthierHere and make recommendations to the Governing Board related to consumer voice
- Small Grants Program
  - To community-based organizations to conduct surveys and focus groups of Medicaid beneficiaries to solicit consumer voice
  - 22 organizations received funding ranging from \$3,750 - \$18,755 (total = \$154,472)
  - 908 people surveyed in 11 different languages
- Community and consumer involvement in committees

# Workforce Development

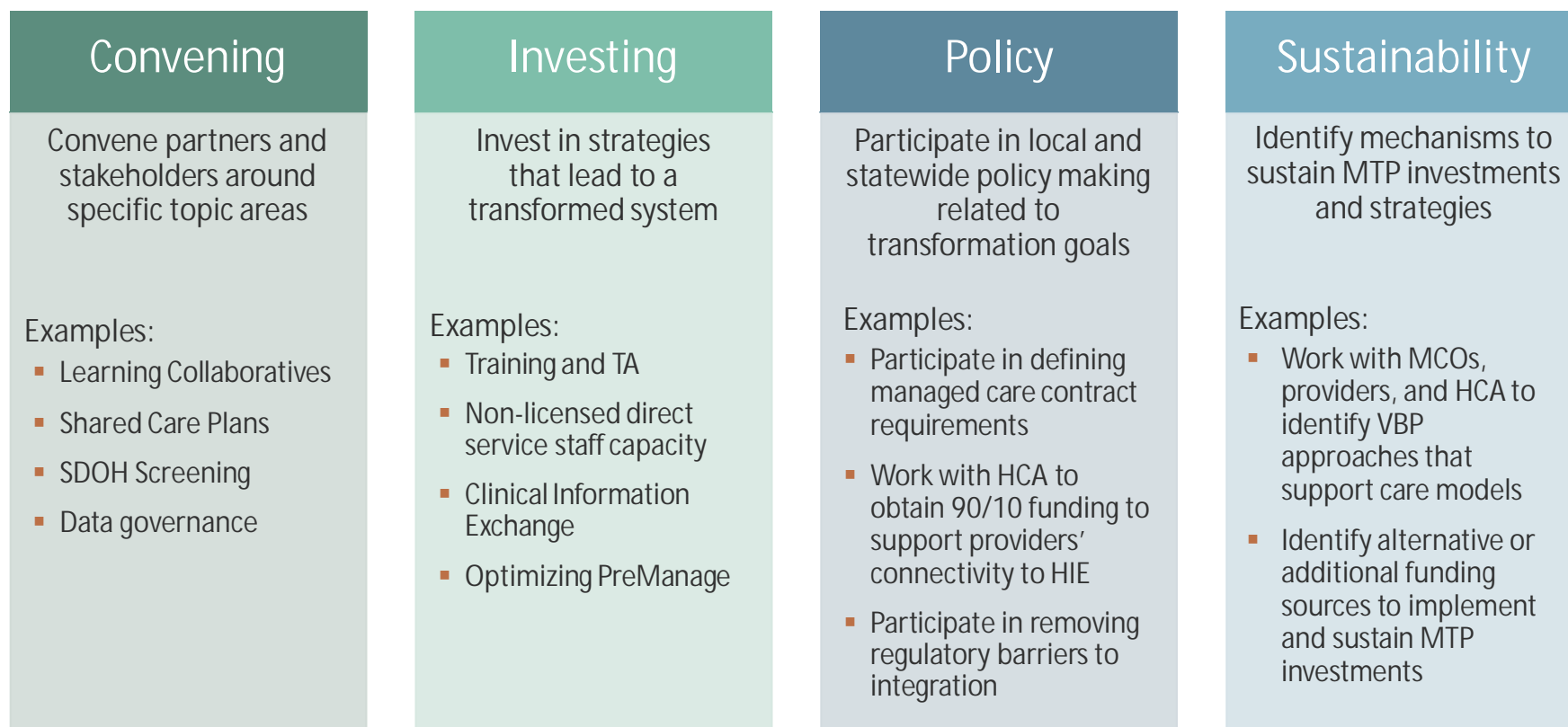
- Ensure current workforce has the skills necessary to practice differently
  - HealthierHere to support training, technical assistance, practice coaching, etc.
- Build capacity in the areas of Care Coordination, Community Health Workers, and Peer Support Specialists
- Align with other initiatives, local and statewide, to develop strategies for healthcare workforce recruitment and retention
  - Pathways to healthcare careers
  - Up scale positions once employed

# HealthierHere's 2019 Investment Strategy

# Building an Investment Strategy



# Roles of HealthierHere in Transformation



# 2019 Investment Categories

Strengthen Foundational System Infrastructure and Capacities

Support providers in developing the systems, tools, and skills that are necessary to implement population health

Co-Design System-Wide Tools to Enable Integrated Community & Clinical Care

Convene clinical and community partners to co-develop blueprints for system-wide integrated care

Catalyze & Test Cross-Sector Innovations to Improve Outcomes

Provide seed funding for focused tests of innovation to improve outcomes for specific metrics and/or specific populations

# Available Waiver Resources

# HealthierHere Total Available Budget: \$97M

	DY1-2017		DY2-2018		DY3-2019		DY4-2020		DY5-2021		5-year total	
Project Management and Administration	<b>15%</b>	<b>3.40</b>	<b>15%</b>	<b>5.44</b>	<b>15%</b>	<b>2.90</b>	<b>15%</b>	<b>2.06</b>	<b>15%</b>	<b>0.79</b>	<b>15%</b>	<b>14.59</b>
<b>Project Costs</b>												
Project Engagement, Participation & Implementation	55%	12.47	35%	12.68	35%	6.77	25%	3.44	15%	0.79	37%	36.15
Provider Performance & Quality Incentive Payments	0%	0.00	30%	10.87	30%	5.81	40%	5.50	50%	2.64	26%	24.82
	<b>55%</b>	<b>12.47</b>	<b>65%</b>	<b>23.55</b>	<b>65%</b>	<b>12.58</b>	<b>65%</b>	<b>8.93</b>	<b>65%</b>	<b>3.44</b>	<b>63%</b>	<b>60.97</b>
<b>Domain 1</b>												
Administration	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Financial Stability Through VBP	0%	0.00	0%	0.00	0%	0.00	4%	0.55	5%	0.26	1%	0.81
Population Health Management	20%	4.53	8%	2.72	5%	0.97	3%	0.41	3%	0.16	9%	8.79
Workforce	5%	1.13	5%	1.81	5%	0.97	3%	0.41	2%	0.11	5%	4.43
	<b>25%</b>	<b>5.67</b>	<b>13%</b>	<b>4.53</b>	<b>10%</b>	<b>1.94</b>	<b>10%</b>	<b>1.37</b>	<b>10%</b>	<b>0.53</b>	<b>14%</b>	<b>14.03</b>
<b>ACH-Defined</b>												
Social Equity and Wellness Fund	0%	0.00	5%	1.81	5%	0.97	10%	1.37	10%	0.53	5%	4.68
Reserve	5%	1.13	3%	0.91	5%	0.97	0%	0.00	0%	0.00	3%	3.01
	<b>5%</b>	<b>1.13</b>	<b>8%</b>	<b>2.72</b>	<b>10%</b>	<b>1.94</b>	<b>10%</b>	<b>1.37</b>	<b>10%</b>	<b>0.53</b>	<b>8%</b>	<b>7.69</b>
	<b>100%</b>	<b>22.67</b>	<b>100%</b>	<b>36.24</b>	<b>100%</b>	<b>19.35</b>	<b>100%</b>	<b>13.74</b>	<b>100%</b>	<b>5.29</b>	<b>100%</b>	<b>97.29</b>
Average P4R	N/A		100%		100%		100%		100%		100%	
Average P4P	N/A		N/A		29%		33%		35%		33%	
Project Plan Score			100%									

Updated Project Budget  
\$97M includes:

Project Funds (\$83M)

- Project Incentives: \$75M
- Social Equity and Wellness Fund: \$5M
- Reserves: \$3M

Administration (\$15M)

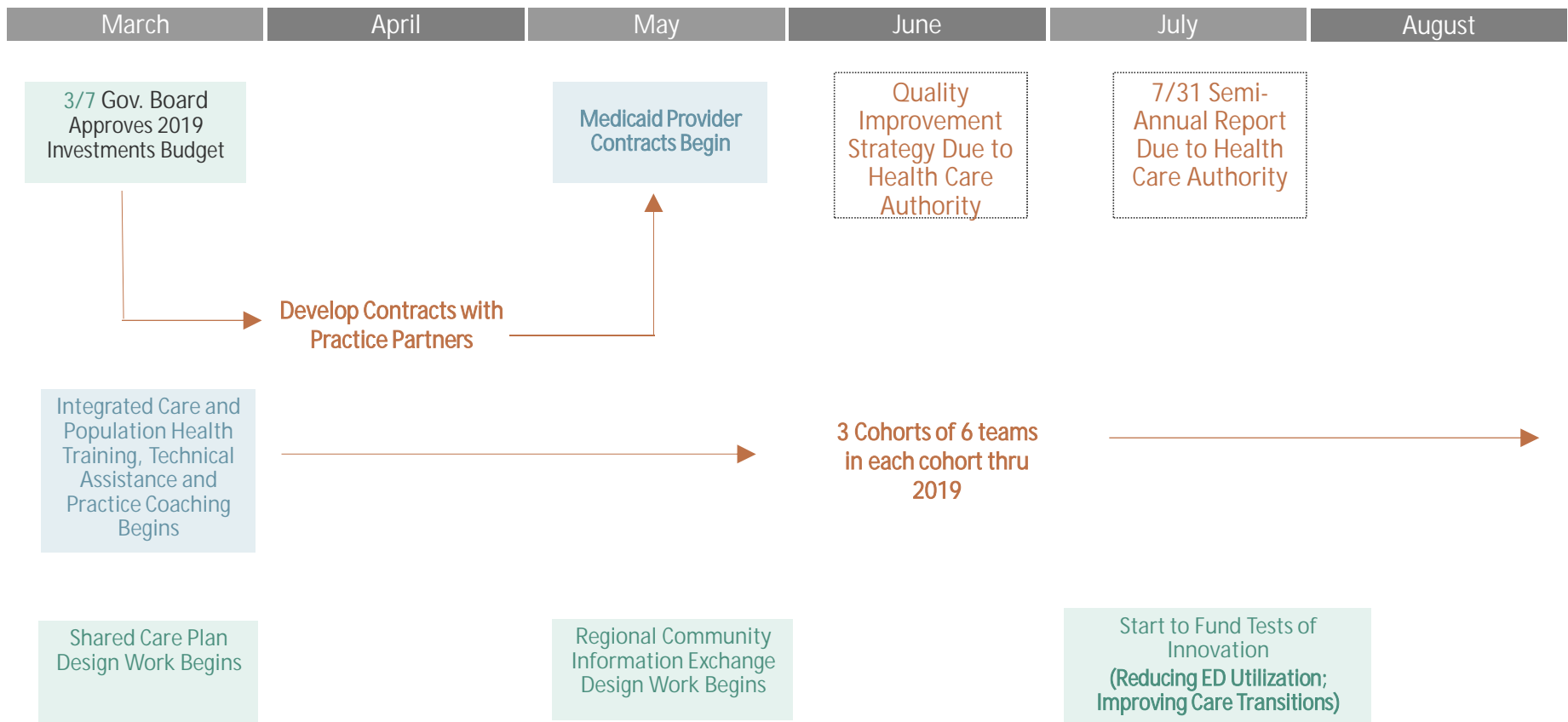


## Project Incentives by Provider Type: \$75M

Project Incentives Only	Systems	Projects	MTP Total
Medicaid Providers	\$9,207,625	\$30,485,324	\$39,692,950
Community Based Organizations	\$2,721,941	\$25,607,673	\$28,329,614
Tribes	\$963,991	\$4,877,652	\$5,841,643
HealthierHere TA	\$1,141,227	\$ -	\$1,141,227
<b>TOTAL PROJECT INCENTIVES</b>	<b>\$14,034,784</b>	<b>\$60,970,649</b>	<b>\$75,005,433</b>

Note: Allocations between Systems and Projects may be revisited based on investment decisions. Changes would require board approval.

# 2019 Upcoming Milestones and Deliverables



# Questions and Discussion



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Seattle Housing Authority Update

**Seattle Housing Authority**

# **ACQUISITION AND PRESERVATION PROGRAM**

**HHEWR Council Committee 3/7/2019**



# GOALS OF THE PROGRAM

The goals of the Acquisition and Preservation Program align with the agency's 2016-2020 Strategic Plan

1. Expand Housing Opportunities
2. Promote Quality Communities
3. Promote Financial Stability

# ACQUISITION STRATEGY

## Acquisition of 500 units

- 50% of units serving households at 30% AMI
- 50% of units serving households above 30% AMI
- Preservation of 260 units
- Creation of 240 new affordable units

## Financing the Acquisitions

- Total program cost of just under \$100 million
- Financed with tax exempt bonds, Low Income Housing Tax Credits and agency funds

# CRITERIA

1. Will the acquisition allow SHA to serve more low-income households?
2. Does the acquisition maintain the financial strength of the agency?
3. Will the acquisition preserve affordable units?
4. Does the acquisition increase SHA's inventory of units in opportunity neighborhoods?
5. Does the acquisition add large family units to SHA's inventory?
6. Does the acquisition add units to SHA's inventory at a lower cost than new development?



# COMPLETED ACQUISITIONS



## Spring Lake Apartments

Address: 12530 35<sup>th</sup> Ave NE

Units: 69 (no rent/income restrictions)

- 1 - Studio, 55 - 1 Bed and 13 - 2 Bed

Buildings: 3 buildings

Year Built: 1986

Parking: 69 stalls

Purchase Price: \$15.45 million (\$224,000 per unit)



# IN NEGOTIATIONS

Properties: 3 property locations

Units: 262 total units

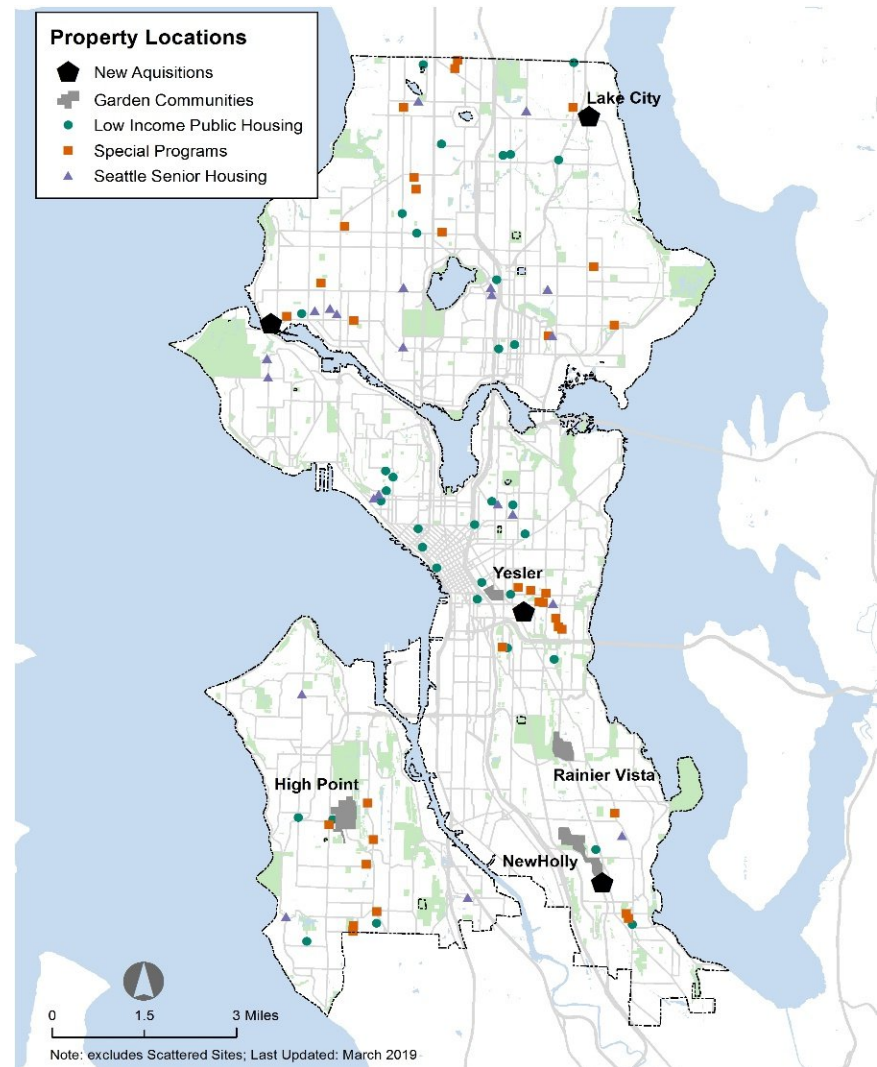
1 Bed - 211

2 Bed - 31

3 Bed - 20

Buildings: 20 buildings

Year Built: 1968



**THANK YOU**  
**QUESTIONS?**