

**Testimony Before the Joint Medicaid Oversight Committee**  
**December 15,2022**  
**Innovations That Can Improve the Cost, Growth and Delivery of Ohio’s Medicaid**  
**Program**  
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**Humana Healthy Horizons in Ohio**

Chairman Romanchuk, Vice-Chair Patton, Ranking Member West and Members of the Joint Medicaid Oversight Committee:

My name is Jeff Corzine and I currently serve as Vice-President and Ohio Medicaid Regional President for Humana Healthy Horizons in Ohio. Humana manages Medicaid benefits for more than 1,000,000 Americans nationally under the Humana Healthy Horizons™ brand, which reflects our expertise in managing complex populations, our commitment to creating solutions that lead to a better quality of life for our members, and our efforts to deliver human care that makes the healthcare experience easier, more personalized, and more caring.

During more than two decades of serving people with Medicaid, Humana Healthy Horizons has developed a wide range of capabilities to serve children, parents, childless adults, and beneficiaries that are aged, blind or disabled. We integrate physical health, behavioral health, pharmacy, long-term care, and social services for a whole-person approach to improve the health and well-being of our members and the communities we serve.

Humana Healthy Horizons serves Medicaid enrollees through the following programs:

- Medicaid Managed Care (MMC)
- Managed Long-Term Services and Supports (MLTSS)
- Centers for Medicare and Medicaid Services (CMS) Financial Alignment Initiative Dual Demonstrations
- Medicare Advantage Dual-eligible Special Needs Plans (D-SNPs) and Medicare Prescription Drug Plans (PDPs)

We are very pleased to have been chosen by the Ohio Department of Medicaid (ODM) to serve Ohio Medicaid consumers and to be a part of this new and exciting Next Generation of Managed Care in Ohio. Putting the consumer at the heart of the health care experience is not just the right thing to do, it is the logical thing to do to help assure better health outcomes and wellness for each Ohioan served by this important social service system. It is an investment by the people of this great state to help achieve a better Ohio. I cannot think of a more noble and practical investment in the residents of this great state.

As a new health plan to the Ohio Medicaid program, we have made a number of investments in Ohio and Ohio’s communities in advance of our actual first date of service. These investments were researched and made to advance several transformative opportunities to improve clinical care delivery options as well as community determinants of health and wellness.

Today, I would like to focus on four areas where we have invested significant resources and efforts in advance of the beginning of our actual work as an Ohio managed care plan.

1. **Housing/family Stability:** Our investments in programs designed to build and support family strength, stability and resiliency as well as direct community investment in affordable and supportive housing.
2. **Food Security:** Our community investments to ensure access to fresh fruits and vegetables, education on healthful eating and support of community food acquisition and distribution channels as well as food as a health care benefit.
3. **Community Treatment Infrastructure:** Our partnership with Volunteers of America (VOA) to bring their Fresh Start Recovery program to Columbus and their re-entry services program to Cincinnati along with our partnership with Center for Respite Services in Cincinnati
4. **Community Engagement:** Our Bold Goal Program and efforts to raise the health and wellness of the community writ large.

We are confident these program and service investments will bring unique innovations that strengthen and improve the social safety net in the communities we will be called to serve. I will now provide some additional detail on each of these areas.

### **Housing and Family Stability**

***Move to Prosper.*** Move to PROSPER is a three-year program that empowers very low-income families and their children to gain economic security. The program equips families with tools they need to flourish, including career and financial coaching. Participant-supplemented rental support enables them to move to neighborhoods with quality housing, better schools, and a safe environment for their children. Working together, Move to PROSPER families set and achieve their personal goals.

Move to Prosper recently completed its proof-of-concept pilot with ten families and has embarked on a full pilot to serve 100 Central Ohio families. In the initial pilot, participating families increased their income by 58 per cent, or \$17,000 on average. They also improved their physical and mental health. Children in the pilot experienced 20 fewer emergency room visits per year, resulting in \$30,000 in health care savings. (All children participating in Move to Prosper are Medicaid eligible). By moving to communities of high opportunity, children participating in Move to Prosper will have \$302,000 higher average lifetime earnings. The program also supports participating landlords who save an average of \$1000-\$2000 annually in turnover costs.

After investing \$600,000 in the initial pilot, participating families saw a collective increase of \$150,000 in annual income—a return on investment of over 25%. In addition to this financial return, families participating in the program had improved mental and physical health, children demonstrated improved performance in school, parents had elevated career goals, and families had increased their savings to better weather financial emergencies. And at the end of the pilot, all families were ready to assume responsibility for their full rent without subsidies.

Humana is engaged with Move to Prosper in the full pilot by providing financial support in the amount of \$105,000 to date as well as consultative support for the evaluation research which continues to be conducted by The Ohio State University.

**ReadySkill (Mid-Ohio Food Collective).** Humana Healthy Horizons is a lead sponsor of a new initiative by the Mid-Ohio Food Collective to create a skilling pathway for in-demand healthcare worker jobs. ReadySkill leverages social services to support learners along their job training and skills development journey, allowing for higher completion rates of job skills and certification programs. Which in turn increases equity and economic mobility for program learners.

Participants will be matched with needed social services, such as childcare, food assistance and healthcare navigation, along with skills training and job readiness services. The pathway Humana supports will be focused on the healthcare industry and MOFC will work with named partners to select upskilling programs that train people for high demand jobs in Central Ohio.

**Cleveland Housing Network.** CHN Housing Partners (“CHN”) is a Cleveland-based non-profit with 40 years of experience as an affordable housing developer, housing stability service provider, and residential lender. Their mission is to leverage the power of affordable housing to change lives and improve communities. They accomplish this through six integrated service areas serving over 50,000 families annually through: real estate development & affordable housing, energy conservation & weatherization, utility assistance, counseling & education, community building & engagement, and home lending.

Humana’s partnership with CHN provides for continued operations of the Housing First Collaborative which is a permanent supportive housing program, through funding critical front desk operations. The Housing First collaborative has been fortunate to have secured funding for front desk operations since the opening of their first building in 2006. As the Housing First portfolio grows, however, front desk staffing expenses exceed the capacity of any one source of funding. Across all buildings, the cost to operate the front desk is approximately \$1.5 million annually. As the Housing First initiative matures, CHN is focused on continued excellent outcomes for their residents and the community. Ongoing funding for a 24-hour staffed front desk is imperative to the success of the model. Humana’s support allows CHN and the entire Housing First collaborative to continue their critical work to end homelessness in Cleveland.

Housing First prioritizes chronically homeless individuals who have experienced prolonged and consistent homeless (for more than a year) or have had at least four episodes of homelessness in three years totaling at least 365 days. They also must have one or more disabilities (e.g., physical, mental, substance use, HIV/AIDS). Humana’s support for CHN’s Housing First program is just a part of our committee both locally and nationally to help our members and our communities at large address homelessness and housing insecurity which has a direct impact on an individual’s health outcomes.

### **Food Security**

**Mid-Ohio Food Collective (MOFC)—Food Lockers.** The goal of food lockers is to provide access to food when MOFC’s traditional distribution channels are not available. For example, depending on the shift someone works, they may not be able to access a traditional pantry network when it is open. This model offers a contactless way for customers to access food in a safe manner for their households. Providing food lockers also offers food insecure members with a more dignified way to access food,

helps reduce the public stigma associated with showing up to pantry sites to pick up emergency food and reduces potential lost work/education time that would be sacrificed to obtain food during normal pantry pick up hours.

In this program model, the lockers operate in a fashion similar to the Amazon Lockers model, in which customers enter a code or scan their cell phone and a door would open to provide access to their package of food. A single control unit can operate multiple sections (9-12 per section), totaling approximately 75 lockers. The units are refrigerated so MOFC can maintain food safety standards. With 75 lockers, MOFC estimates they will be able to serve 150 households per week with an estimate of 3 people per household, or 450 people. If each locker distributes 30 lbs of food, approximately 4,500 lbs of food will be distributed weekly, or 234,000 lbs of food annually. This further equates to 3,750 meals per week, or 195,000 meals per year.

Humana is working with MOFC to strategically identify new locations for the placement of lockers which can easily be accessible by our members and the community.

***Food as Medicine (Farmacy) Programs – Columbus, Cleveland Dayton.*** Humana Healthy Horizons has entered into strategic partnerships with three regional food banks to help expand each food bank's Food as Medicine programs, which connects healthcare providers and community food pantries to provide nutritious food and address food insecurity among vulnerable populations.

In Central Ohio, Humana will work with the Mid-Ohio Farmacy Program to establish a process of screening Humana members for food insecurity and connecting members to food. The program provides 35 lbs of food per week for the member and their household and reports food access data back to Humana Healthy Horizons. MOFC and Humana will develop outcomes measures of mutual interest.

Programs like Mid-Ohio Farmacy are good public health policy. Program results show that regular access to fresh food can result in weight loss (3% body weight) and reduced health care costs (10%). The next version of this program is currently in development and will incorporate skill building and access to education and resources that increase knowledge around healthful food preparation.

In Cleveland, besides supporting their Food as Medicine Initiative, Humana Healthy Horizons will collaborate with the food bank on their programs training health care providers on screening and assessing for food insecurity in clinical settings as well as support of their Nourishing Beginnings—a program designed to support pregnant people and their families by connecting them to fresh, nutritious food and supportive resources during pregnancy and post-partum.

In Dayton, in addition to social needs screenings for food insecurity and other social needs, Humana Healthy Horizons is supporting The Food Bank's Re-entry Job Readiness Training program. The Food Bank offers job readiness training, skills building, communication assessments and certified forklift operator training, as well as EDI training. The Food Bank will accept referrals coming from Humana Healthy Horizons for members.

In total, Humana is providing \$2,500,000 in support of the projects described above at these three regional food banks and will be actively working with our food bank partners to measure the outcomes and impacts of these community investments.

### **Community Treatment Infrastructure**

***Family Focused Recovery Program (FFR).*** FFR is a residential substance use disorder (SUD) treatment for pregnant women and mothers with small children through innovative partnership with Volunteers of America (VOA). Humana is providing VOA with direct investment, capacity-building services, and innovative, outcomes-based financing to bring a new FFR program to Columbus in early 2024.

The Family Focused Recovery program provides residential treatment for pregnant women and mothers with substance use disorder (SUD), along with their children. The 26-bed program offers trauma-informed, evidence-based clinical services provided by licensed and trained treatment professionals with a focus on whole-family recovery. Family Focused Recovery helps women recover from SUD, breaks the cycle of addiction in families, improves health outcomes, and promotes the birth of healthy babies.

The Family Focused Recovery treatment model has two phases. Phase 1 is 30-45 days of intensive clinically managed residential treatment. Phase 2, the step-down phase, focuses on community reintegration with family- focused wrap-around services and outpatient treatment. Patients and family can benefit from up to 80 days in residential treatment to support medical and behavioral health conditions as well as a transition to long term housing.

Besides housing, the program includes child development and childcare, community reintegration, employment, medical, behavioral health, and pediatric care. FFR allows women to have their children live with them during treatment. All children will be screened for early childhood and need for mental health services.

VOA and Humana are excited to bring this innovative treatment model to all residents of Central Ohio, where it is estimated that up to 100 families will be served annually with goals of

- Reduced NAS births, NICU stays and associated healthcare costs
- Prevention of HIV and other STIs
- Reduction of the number of children being placed in foster care or out of home placement
- Increased Employment
- At 6 months after program completion, 85% of mothers will not have experienced the need for higher level of care and at 12 months 65% will not have experienced the need for a higher level of care.

***VOA Reentry and Community Resource Center.*** Volunteers of America's residential reentry programs provide evidence- based programming and treatment to help men and women become contributing members of the community. As the Ohio Department of Rehabilitation and Correction's (ODRC) largest provider of halfway house beds in the State of Ohio, Volunteers of America operates community corrections facilities in Toledo, Cincinnati, Dayton, and Mansfield.

Residential services are provided in a supervised, structured, group living environment with residential and treatment services teams. Outpatient and electronic monitoring services are also provided.

Across the state, more than 400 individuals are served and returned to their home communities with tools they need to thrive.

All programming is guided by evidence-based curricula provided by the National Institute of Corrections, Substance Abuse and Mental Health Services Administration, and the University of Cincinnati. A treatment team made up of clinical and case management staff works in collaboration with each resident in developing an individual treatment and goal plan.

Volunteers of America will build a new Reentry & Community Resource Center in Cincinnati with a capital investment from Humana. The new Resource Center will be operational in 2023 and provide services for individuals referred by local courts, community members from Cincinnati and Hamilton County, as well as individuals receiving residential services at Volunteers of America's reentry program.

The new centrally located Reentry & Community Resource Center campus will offer a comprehensive range of services in partnership with community providers. Services will be centralized and coordinated to increase individual engagement, long-term recovery from mental illness and substance use disorder, employment, and family reunification.

- GED preparation and testing services
- Employment readiness and training (CDL training, Culinary, Skilled Trades, etc.)
- Financial literacy (ONIONomics)
- Federally Qualified Health Center (FQHC) Partnership
- Food pantry
- Assistance with legal aid / child support
- Basic needs assistance (birth certificates, social security cards, licenses, state IDs, housing assistance, etc.)
- Family education and support
- Comprehensive mental health and substance use disorder (SUD) treatment
- Full range of recovery services

Humana is providing over \$4.6 million in capital funding to Volunteers of America to build these facilities and will be providing on-going funding based on an agreed to outcomes-based approach with Volunteers of America.

**Center for Respite Services.** Humana Healthy Horizons is working with the Center for Respite Care (CRC) in Cincinnati, Ohio to add medical respite as a benefit for their members. Medical respite is an evidence-based alternative to hospital care for unsheltered individuals. In partnership with Cincinnati Health Network, CRC's clients have access to 24/7 extended care in a 20-bed facility following hospital inpatient stays, where medical staff address pressing needs, including medical evaluations, limited lab tests,

medication administration, nursing care, and the coordination of medical, substance abuse, and mental health services.

Humana Healthy Horizons members served in this program will work with CRC staff to develop an Individual Case Plan that aligns with Ohio's commitment to self-determination. A key enabling feature is that CRC's case management services aid clients with housing placement. After their respite stay, 70% of CRC clients move to a safe and housed environment suited for their individual specific need, which accelerates their ability to address other needs and achieve self-sufficiency.

As a demonstration of our commitment to rewarding providers who deliver exceptional services and outcomes, we are collaboratively developing a value-based contract for medical respite that ties a portion of CRC payment to the achievement of jointly developed and meaningful measures; these include: 1) post-discharge member connection to a safe and housed environment, and 2) reduction in member utilization of emergency department and inpatient care following their respite stay.

We view this medical respite collaboration as a starting point for the relationship between our organizations and share CRC's vision of building capacity to intervene upstream – ideally before someone ever experiences homelessness.

Humana Healthy Horizons is looking forward to a durable partnership with CRC which, through evidence-based practice and strong community partnerships, will continue to deliver a track record of positive impact for individuals served, and the city of Cincinnati.

### **Community Engagement**

**Bold Goal.** Humana's enterprise wide Bold Goal is to *improve the health of the people and communities we serve by addressing social needs and making it easy for people to achieve their best health.* Since 2014, Bold Goal has been creating evidence-based, scalable and financially sustainable solutions across our organization and with community partners including physician practices, local businesses, nonprofits, educators and government organizations. We understand and embrace the concept that health is local, and we continue to scale our Bold Goal strategy one community at a time. Bold Goal is now in 20 cities / communities across the United States, including Cincinnati here in Ohio, partnering with local organizations to improve the health of people we serve by addressing unmet needs. According to Humana's 2021 Progress Report, Bold Goal:

- Expanded screening for social needs; completing 6,157,340 total screenings in 2020 (surpassing our goal of 3,000,000)
- Made a direct impact on food insecurity, providing more than 1.1 million meals to at-risk members.
- Identified and met social needs by capturing and measuring data in new ways which allow us and our community partners to assess and close the loop on social needs referrals to see that the resources offered actually helped our members.

For example, from December 11, 2020 to March 15, 2021, we measured the gap closure rate of the six social need domains below for a subset of our Medicare Advantage members. While some pandemic-driven needs such as access to food and transportation were more immediately resolved, many needs are preexisting and will require more time and resources to address.

- Food Insecurity 41.7%
- Medical Transportation 35.1%

- Non-Medical Transportation 26%
- Financial Strain 12.4%
- Housing Insecurity 11.7%
- Loneliness 9.9%

Truly solving for social needs requires long-term, repeated outreach to connect members to community resources, access to member plan benefits, and care plans for managing complex needs. Through this continued work, we are learning the type and number of interventions needed to truly address these social determinants.

In Cincinnati, which is one of our Bold Goal communities, based on 2021 screenings we know that the SDOH needs in the community are:

- Financial Strain 37.0%
- Social Support 30.2%
- Food Insecurity 22.8%
- Transportation 10.9%
- Housing Insecurity 4.0%

The use of health screenings and other statistics help drive the direction for the population health approach by Bold Goal and many of the efforts we will undertake in our role as a Next Generation health plan. All efforts are focused on helping people cope with food insecurity, social isolation, and housing instability. Through pilots, SDOH guided benefits, community outreach and engagement we work to reach our members and the population to increase their Healthy Days.

I want to thank the members of the Joint Medicaid Oversight Committee for this opportunity to showcase the work and efforts we intend to bring to our collaboration and partnership with the Ohio Medicaid Program and those Ohioans we will serve. I am happy to answer any questions you may have.