In partnership with Health Share of Oregon, welcome to

Health Related Social Needs (HRSN) Capacity Building for Community Based Organizations

we'll get started shortly.

For now, enjoy the music…

Session #2:

Budgeting, Services Costs & Funding HRSN Services

April 3, 2024

Your CSH Training Team

Heather Lyons (she/her)
Director, Pacific Northwest

Marcella Maguire (she/her)
Director, Health System Integration

Eva Lerner (she/her)
Senior Program Manager, National Consulting

Theresa Tanoury (she/her)
Senior Program Manager, Pacific Northwest

Stephanie Cabrera (she/her)
Senior Program Manager, Pacific Northwest

Doug Mackbee (he/him)
Senior Program Manager, Consulting

CSH

About CSH

CSH collaborates to advance solutions that build equity in our communities by linking services, housing, and healthcare to improve the lives of vulnerable people, maximize public resources, and build healthy communities.

HRSN Capacity Building Series

Session	Topic	Audience	Date
Session 1	**Agency Readiness and Business Planning**	Leadership, Program	March 20, 2024
TA 1	**Completing the Readiness Assessment for HRSN Services** 9:00am – 10:00am Group TA 10:00am – 11:00am Individual TA	Leadership, Program	March 27, 2024
Session 2	**Budgeting, Services Costs and Funding HRSN Services**	Leadership, Fiscal, Program, IT	April 3, 2024
TA 2	**Using the Budget Tool for Startup Costs** 9:00am – 10:00am Group TA 10:00am – 11:00am Individual TA	Leadership, Fiscal, Program	April 10, 2024
Session 3	**Participant Enrollment in HRSN, Referral and Workflow Adaptation and the Role of the Community Information Exchange (CIE)**	Program, IT	April 17, 2024
TA 3	**Examining Workflow Adaptions and the Role of the CIE** 9:00am – 10:00am Group TA 10:00am – 11:00am Individual TA	Program, IT	April 24, 2024
Session 4	**Common Policies, Documentation and Invoicing**	Fiscal, Program, IT	May 1, 2024
TA 4	**Developing Policies, Documentation and Invoicing for HRSN Services** 9:00am 10:00am Group TA 10:00am – 11:00am Individual TA	Fiscal, Program, IT	May 8, 2024

health share

CSH

Today's Learning Objectives

How CCBF can be used to support your transition to becoming an HRSN provider

Introduce the CCBF Budgeting Tool

Understand what your agency's Total Cost of Service

CSH

What Health Related Social Needs (HRSN) Services are Covered?

Housing
- Pre-Tenancy and Housing Transition Navigation Services
- Tenancy Sustaining Services
- Temporary Rental Assistance
- Utility Costs
- One-time Transition Costs
- Medically necessary home modifications

Nutrition
- Nutrition education
- Assessment for medically tailored meals
- Medically tailored meals
- Meals
- Pantry stocking
- Fruit and vegetable Rx

Climate
- Provision of medically necessary devices including:
  - Air conditioners
  - Heaters
  - Air filters
  - Refrigeration
  - Power supplies

Outreach and Engagement
- Outreach to individuals eligible for HRSN services
- Sharing information necessary for HRSN assessment
- Assisting in Medicaid enrollment
- Completing HRSN referrals
- Providing support with benefits navigation and enrollment
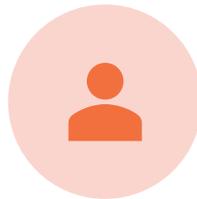
health share

CSH

Health Share Funding Priorities

[2024 Community Capacity Building Funding Rubric.pdf (healthshareoregon.org)](healthshareoregon.org)

NETWORK MANAGERS

PROVIDER SUPPORTING INCLUDING TECHNICAL ASSISTANCE AND BILLING CAPACITY TO SMALLER ORGANIZATIONS

CAN OPERATE AS A PROVIDER AND A NETWORK MANAGER

5-7 AWARDS, $4-5 MILLION TOTAL

RECOMMENDED REQUEST ~$500K TO $1 MILLION

Health Share Funding Priorities

2024 Community Capacity Building Funding Rubric.pdf (healthshareoregon.org)

HOUSING PROVIDERS

CURRENTLY OPERATES IN THE COMMUNITY, DELIVERING HOUSING SUPPORT SERVICES, TO AT LEAST 100 PEOPLE ANNUALLY

8-12 AWARDS, $2 MILLION TOTAL

RECOMMENDED REQUEST ~$200K

Health Share Funding Priorities

2024 Community Capacity Building Funding Rubric.pdf (healthshareoregon.org)

NUTRITION PROVIDERS

CURRENTLY OPERATES IN THE COMMUNITY, DELIVERING HOUSING SERVICES, TO AT LEAST 100 PEOPLE ANNUALLY

6-10 AWARDS, $1 MILLION TOTAL

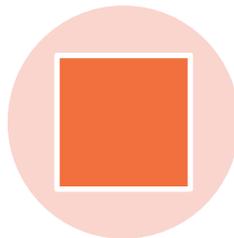RECOMMENDED REQUEST >$200K

Health Share Funding Priorities

2024 Community Capacity Building Funding Rubric.pdf (healthshareoregon.org)

BUILDING CAPACITY TO BE A DIRECT SERVICES PROVIDER

CURRENTLY OPERATES IN THE COMMUNITY, DELIVERING HRSN SERVICES AND WANTS TO GROW INTO A CCO CONTRACT

10-12 AWARDS, $1 MILLION TOTAL

RECOMMENDED REQUEST >$50K

HRSN Service Provider Requirements

Each CCO will develop a network of **HRSN Service Providers** to directly provide housing, food, and/or climate support to individuals experiencing eligible transitions. OHA has established minimum requirements for HRSN Service Providers, which include:

|		
Have strong community relationships	Able to provide trauma-informed, culturally and linguistically responsive services	Able to invoice for services provided
Can receive closed-loop referrals for services	History of financial stewardship and integrity	Able to comply with all reporting and oversight requirements

CSH

Parallel Processes:

Business Practices **Technology** **Workforce Development** **Outreach, Education and Convening**

Startup

Business Practices
- Assemble your team (leadership, program, fiscal, quality
- Create or revise Workflows
- Revise or develop Policies and procedures

Technology
- Assess Current Systems and newly needed functions
- Are new systems needed or can current systems be adapted

Workforce Development
- Can current staff do the roles or are we hiring?
- How is the role of supervision changing?

Outreach, Education and Convening
- How do you communicate about your new capability and resources
- How do you grow in the ways that best serves your community?

Sustainability

Business Practices
- Long term strategic plan
- How to support your community, staff, agency as you grow
- Long term financial planning

Technology
- Assess the current systems meeting your agency needs
  - ✓ Do they meet our data needs
  - ✓ Does our revenue support our operations

Workforce Development
- How do we support staff retention and growth?
- How do we create career pathways for those we serve and those we employ?

Outreach, Education and Convening
- Keep communicating and engaging
- How do you grow in the ways that best serves your community?

FYI- CCBF Funds can be used for longer than a 12-month period, so these two periods will not be cleanly separated

CSH

HRSN Invoicing Implementation:

Common Financial Planning Timeline
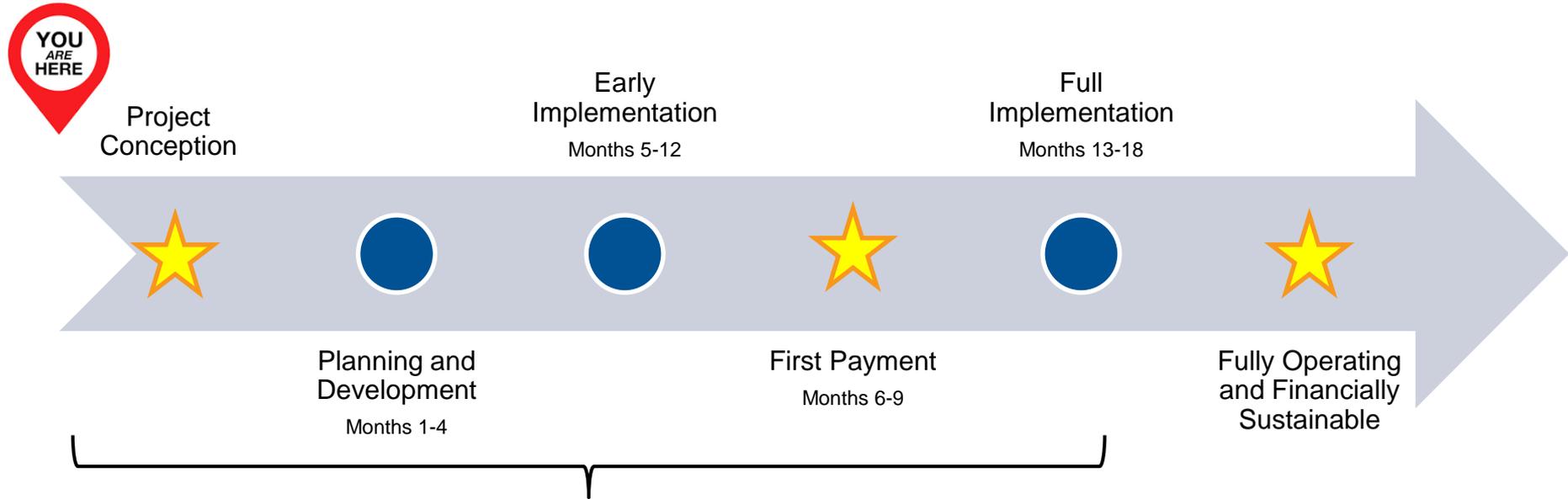
Today's focus is on STARTUP COSTS
How you can use **Community Capacity Building Funds** to become an HRSN Service Provider

HSO will be supporting access platforms for case management documentation and invoicing

CSH

Community Capacity Building Funding (CCBF)

Community Capacity Building Funds support investments necessary to:

- ✓ Create robust, equitable networks of HRSN providers across the state

- ✓ Build the necessary capabilities and capacity of community partners

Technology	Development of Business or Operational Practices
Workforce Development	Outreach, Education, & Convening

Apply Here: Health Share of Oregon | Community Capacity-Building Funding (healthshareoregon.org)

CSH

CCBF: Technology

- Procuring IT infrastructure and data platforms needed to enable:
  - ✓ Authorization of HRSN services
  - ✓ Referral to HRSN services
  - ✓ HRSN service delivery
  - ✓ HRSN service billing
  - ✓ HRSN program oversight, monitoring, and reporting
- Modifying existing systems to support HRSN
- Development of an HRSN eligibility and services screening tool
- Integration of data platforms/systems/tools
- Onboarding to new, modified, or existing systems (e.g., Connect Oregon)
- Training for use of new, modified, or existing systems (e.g., Connect Oregon)

CSH
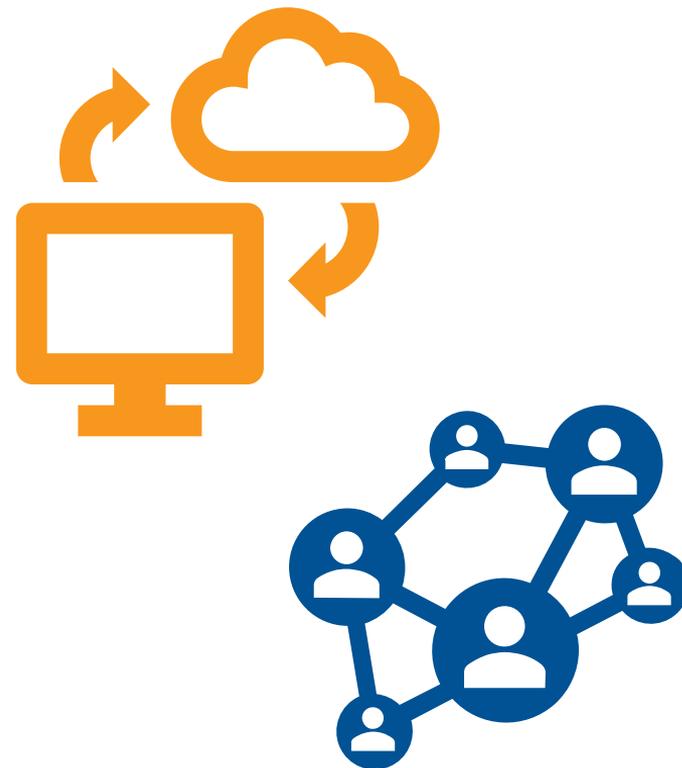
CCBF: Developing Business Operations

- Development of policies and procedures related to:
  - ✓ HRSN referral and service delivery workflows
  - ✓ Invoicing
  - ✓ Data sharing and reporting
  - ✓ Program oversight and monitoring
  - ✓ Evaluation
  - ✓ Privacy and confidentiality
- Training and technical assistance on HRSN program and roles/responsibilities
- Administrative items necessary to perform HRSN duties or expand HRSN service delivery capacity (e.g., purchasing a commercial refrigerator in order provide additional Medically Tailored Meals to eligible members)
- Planning needs for the implementation of your HRSN program
- Procurement of administrative supports to assist implementation of HRSN program
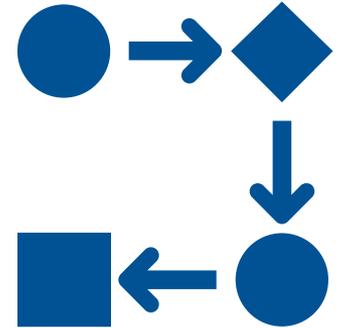
CCBF: Workforce Development

- Cost of recruiting, hiring, and training new staff
- Salary and fringe for staff that will have a direct role in overseeing, designing, implementing, and executing HRSN responsibilities **for up to 18 months***
- Necessary certifications, training, technical assistance and/or education for staff participating in the HRSN program (e.g., on culturally competent and/or trauma informed care)
- Privacy/confidentiality training/technical assistance related to HRSN service delivery
- Production costs for training materials as it pertains to the HRSN program

*Organizations may not access this funding for the same staff member more than once

CSH

CCBF: Outreach, Education, and Convening

- Production of materials necessary for promoting, outreaching, training, and/or education
- Translation of materials
- Planning for and facilitating community-based outreach events to support awareness of HRSN services
- Planning for and facilitation of learning collaboratives or stakeholder convenings
- Community engagement activities necessary to support HRSN program implementation and launch (e.g., roundtable to solicit feedback on guidance documents)
- Administrative or overhead costs associated with outreach, education, or convening

CSH

Examples of Startup Costs that could be covered by Community Capacity Building Funding (CCBF)

Technology
- Modify data systems/software to work with Apricot, Connect OR or other referral platforms
- IT vendor support

Development of Business Operations
- Development of Policies and Procedures
- Person-Centered Design (Centering PWLE)
- Technical Assistance/Consultants (ex: legal support in contracting)

Workforce Development
- Hiring, Training and Onboarding of new staff
- Salaries for up to 18 months

Outreach, Education, and Convening
- Planning community meetings
- Soliciting community input

CSH

HRSN Startup Budget Tool

What does this tool do?

HRSN Startup Budget Tool

CSH

Expense considerations for new HRSN providers	Funded be CCBF?	Frequency of Expense	Cost	Units	Annual Total	Notes
Technology:						
IT Infrastructure and data platforms needed to enable the following functions:						
1. HRSN screening and referral						
2. Service authorization						
3. Service delivery and case management						
4. Invoicing						
5. Member data collection, program monitoring, and reporting.						
You may be able to find integrated platforms that can perform multiple functions, or you may need to procure multiple data systems that each perform different functions.						
Integration of data platforms/systems/tools	Select	Once - Startup			$0	If your new or existing systems do not share data, you may choose to integrate them or establish interoperability to prevent duplication, double documentation, and inefficiencies.
Training and onboarding new data system(s)	Select	Once - Startup			$0	New technology can take time to learn and adopt. It is advisable that you plan on devoting the equivalent of at least one full day of staff time for each staff member to be trained on the new technology that they will be using. **To calculate the cost of training time (column E), take the average hourly rate of your staff that will be trained and multiply that by the number of hours you plan for each staff member to spend in training. The number of units (column F) should be the number of staff to be trained.**
Phone & Tablets HIPAA security screen protectors	Select	Once - Startup			$0	Recommended for staff working in the community. At a minimum unique passwords and automatic screen lock security should be required on all work electronics.
Email and data encryption	Select	Ongoing - Annually			$0	Though encryption is not required federally, many states require email encryption as a protection against sharing protected health information (PHI). Google and other free email providers do offer email encryption and other security features for nonprofits with monthly user fees per user per month. **Does OHA require encryption?**
Subtotal Technology CCBF Expenses					$0	
Subtotal Technology Other Expenses					$0	

Business or Operational Practices
1. Development of HRSN workflows, policies, and procedures
2. Procuring administrative support
3. Administrative items necessary to perform HRSN duties or expand HRSN service delivery capacity (e.g., purchasing a commercial refrigerator in order to provide additional Medically Tailored Meals to eligible members)

The **HRSN Startup Budget Tool** allows you to estimate the comprehensive startup costs necessary to become an HRSN Service Provider. These include:

✓ Individual startup costs broken down by CCBF bucket (Technology, Business & Operations, Workforce Development, Outreach & Education)

✓ Specific costs covered by CCBF as well as additional startup costs providers might need to budget for

CSH

CCBF Application Process

- CCOs will manage the majority of CCBF funding.

- Organizations interested and eligible for CCBF should apply directly to the CCO(s) operating in the counites they intend to provide HRSN services within.

- Organizations can apply to more than one CCO, if the funding requests are different.

CCBF Timeline

2024

Applications open:
March 1 – May 31

Notices to awardees:
July - September

Funding disbursement:
August - October

2025

More funding available in **2025**

CSH

Financial Plan: What is your Total Cost of Service?

Your financial plan will include <u>one-time costs</u> and assumptions for <u>revenues and costs over time</u>

CSH

The Four Lenses to Estimating Costs

Programmatic

- Service provision
- Staffing & Supervision
- Staff Training
- Compliance Requirements

Strategic

- Business partnerships
- Strategic long-term planning
- Braided funding streams
- Board Governance

Analytical

- Data management
- Quality Improvement
- Finance
- Operations
- Legal Guidance

Logistical

- Financial operations, billing
- Legal agreements
- HR
- Information Technology

CSH

HRSN Invoicing Implementation – Potential Timeline

Project Inception, Planning and Development
(months 0-4)

- Determine infrastructure needs
- Apply for CCBF and use CCBF funds to cover these activties
- Training, TA to build out infrastructure, workflows, processes

Early Implementation
(months 5-12)

- Program and revenue targets determined and communicated with staff
- Begin program implementation and invoice submission
- Collect and analyze data – are targets being met?
- Use a mix of CCBF funds and invoice payments to support program costs
- Hiring & training new staff

Full Implementation
(months 13-18)

- Referrals, service delivery, and invoicing consistently meeting targets
- Billing staff have relationships with Health Share and can quickly address any invoicing issues
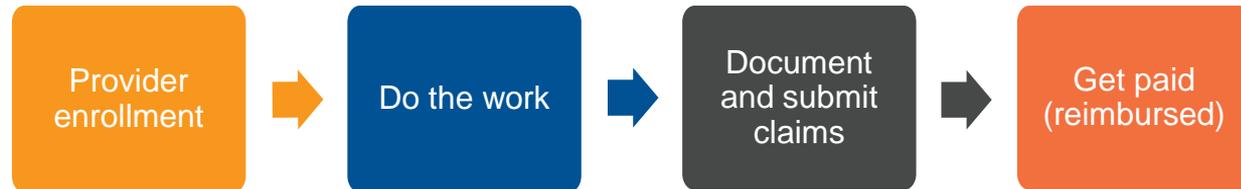- Invoice payments are covering a large portion of your HRSN service costs

CSH

HRSN Payment and Planning for Cash Flow

Administrative Differences in Funding Models

The grant world administratively…

Write the grant → Get paid (awarded) → Do the work → Write the report to funder

The healthcare world administratively…

Provider enrollment → Do the work → Document and submit claims → Get paid (reimbursed)

CSH

Oregon Health Authority HRSN Fee Schedule

This will tell you how much you will get paid.

Simple Budget Forecasting Tool-
The Concept of Revenue Forecasting

Revenue Forecasting Examples

HRSN Services Examples

Position	# of days worked / week	avg. # of clients seen / day	Rate	Total Weekly Revenue	Total Monthly Revenue	Total Annual Revenue
John Doe - HRSN Services Provider	5	2.14	$ 112.00	$ 1,198.40	$ 5,153.12	$ 62,316.80
HRSN Provider	5	3	$ 112.00	$ 1,680.00	$ 7,224.00	$ 87,360.00
HRSN Provider	4	4	$ 112.00	$ 1,792.00	$ 7,705.60	$ 93,184.00
HRSN Provider	5	4	$ 112.00	$ 2,240.00	$ 9,632.00	$ 116,480.00

Note: The total annual cost for John Doe from the Staff Costs Forecasting Tool was $62,233.60. If he only provides HRSN, to break even, he would need to provide billable services to approximately 2 clients per day, 5 days per week: from this tool, we see that an employee that works 5 days per week and sees an average of 2.14 clients per day earns a total annual revenue of $62,316.80.

CSH

Next Steps: R.E.A.C.H.

Read
- [OHA on Provider Journey](#)
- [OHA Member Journey](#)
- [OHA Video Health-Related Social Needs Provider Training, 2/27/2024](#)

Explore
- [Health Share of Oregon | HRSN Benefits (healthshareoregon.org)](#)

Attend
- Group TA on this topic or others as needed – April 10
- Session 3: Budgeting Services Costs and HRSN Funding – April 3rd 9:00am – 11:00am ([Register Here](#))

Complete
- Course Evaluation (Link is on next slide)
- CCBF Application ([Linked Here](#))

Have Ready
- Who will be on your team for this project?
- Program costs including benefits, overhead and staffing costs.

CSH

Health Share of Oregon

Guidance through the application process

Technical Assistance (TA) will be made available for all interested CCBF applicants during the application submission window. There will be a series of webinars, group TA based on webinar topics and opportunities for organizations to request one-on-one technical assistance based on their specific needs.

Please register at the link below and indicate your organization's needs and desired date/time options:
HRSN Capacity Building for Community Based Organizations.

All training materials will be linked here:
[Health Share of Oregon | CCBF Technical Assistance (healthshareoregon.org)](#)

Feedback Survey:

https://forms.office.com/r/7GjQuv8vJF

Evaluation Form HRSN CCBF for CBOs

Thank you!

csh.org