



TO: Monica Nino
County Administrator

FROM: Anna Roth
Health Services Director

DATE: April 29, 2022

SUBJECT: CARES Program

During the Fiscal Year 2022/23 budget hearing the Health Services Department presented financial information concerning the CARES program (see the attachments [C] and [D] for the excerpts from the presentation).

The presentation concluded that given the existing available funding the Department could:
(a) provide increased monthly provider payment rates (b) add an Integrated Behavioral Health benefit (c) provide services to a population of 4,733 and (d) fund outreach services at \$300,000.

The Board requested follow-up information related to the overall cost of increasing the number of individuals eligible for the program and for expansion of the outreach activities.

A cost analysis responsive to the Board's request is contained on Attachment A. The analysis concludes that the existing funding covers approximately 2,000 of the projected 12,000 uninsured residents leaving a balance of 10,000 uninsured residents. The cost for covering an additional 1,000 uninsured residents is estimated at \$490,000. Providing CARES access to 10,000 uninsured residents is estimated to cost \$4.9 million.

The #oneContraCosta Coalition developed an outreach plan that is believed to be needed to ensure the success of the CARES initiative. That plan is included as Attachment B and it has an identified cost of \$800,000 which is \$500,000 more than currently available.

The total cost for covering all the estimated uninsured and providing an expansion of the outreach program is \$5.4 million.

Anna Roth, RN, MS, MPH
Director, Contra Costa County Health Services

cc: John Gioia, District I Supervisor
Candace Andersen, District II Supervisor
Diane Burgis, District III Supervisor Karen
Mitchoff, District IV Supervisor Federal
Glover, District V Supervisor

Attachments



Contra Costa CARES Financial Model

Cost for increasing enrollment from 4,733 to 5,733 (incremental increase of 1,000 individuals with ramp up assumptions). Effective: 5/1/22 – 12/31/23	Members	Added Cost/ Month	# Months	Cost
Priority #1 – Increased monthly provider payment	250-1000	\$33.33	20	\$324,968
Priority #2 – Add Integrated Behavioral Health to primary care capitation	250-1000	\$17.00	20	\$165,750
TOTAL				\$490,718

RAMP UP ENROLLMENT SCHEDULE 5/1/22-12/31/23	New members enrolled this period	Cumulative total new members
By August 1, 2022	250	250
By December 1, 2022	250	500
By July 1, 2023	250	750
By October 1, 2023	250	1,000

Note: The Uninsured is estimated at 12,000 individuals. The existing funding covers 2,036 uninsured with a remaining balance of 9,964 individuals (rounded to 10,000).

The calculation above identifies the cost for 1,000 uninsured as \$490,718.

The cost for covering the entire residual 10,000 uninsured is \$4,907,180.

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The CC CARES Community Outreach & Education (O&E) Plan

Timeline of Service:

- Preliminary Tool & Material Preparation: By End of May 2022
- Preliminary Planning & Convening: June - July 2022
- Ongoing Direct O&E Rollout Efforts: August 2022 - December 2022

What is Contra Costa CARES?

Contra Costa CARES is a health care program designed to promote health and wellness to those ineligible for health insurance. This is critical to the health and well-being for undocumented and/or uninsured adults ages 27-49 who are impacted by the gaps in our health care delivery system. Enrolled participants are given access to preventative care services, free of charge, at either Brighter Beginnings, La Clínica de La Raza, or LifeLong Medical Care. Critical moments of the pandemic highlighted how crucially integral health and wellness are to a good quality of life. Contra Costa CARES wants to enhance the quality of life of more people by enrolling more participants into its health care program, however, the program is currently capped and comprehensive outreach is needed.

The Purpose

The purpose of the project is to target, educate/inform, perform outreach, pre-enroll, enroll, and follow up with the low-income, immigrant undocumented, and/or uninsured community who have been frontline workers in Contra Costa County on Contra Costa CARES. Our goal is to reach over 8,000 residents and provide assistance for them to prepare for CC Cares enrollment and make an appointment. This is a strategic opportunity as a bridge program in anticipation of Governor Newsom's January 2024 proposed Medi-Cal expansion, which will cover all income-eligible, undocumented Californians. The expansion of CC Cares will provide a bridge to this population during the next 18 months and CCHS will seamlessly be better positioned to transition patients to MediCal.

The #OneContraCosta Coalition (#OCCC) will host quarterly review sessions with Contra Costa Health Plan (CCHP) and the Community Health Centers to track the enrollment numbers as residents successfully make enrollment appointments. The projected goal for referrals is 2,700 per quarter. The first quarter would be June-August 2022. After each session, along-side outreach organizations, we will evaluate best practices of outreach to maximize enrollment. We will problem solve barriers as we

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make referrals to the Community Health Centers. Contra Costa County administrators recommended that CCHS allocate funds from their existing budget. CCHS has allocated \$300,000 from CCHP. Given that the county has an unallocated amount of American Rescue Plan Act (ARPA) funds of \$59 million, \$500,000 should be allocated to fund 10-15 Community Based Organizations (CBOs) who directly engage with the impacted population. In total, this would be a \$800,000 commitment. It is vital for the expansion of these funds because it aligns with the efforts of CCHS to achieve health equity in our county, and it's an expectation by the community for the county to be responsible for serving their most vulnerable constituents.

Program Design | Community Outreach & Education Plan

CCHS committed \$300,000 for outreach over the next 7 months, but given the number of organizations that would be involved across the county in this outreach, the amount should be proportional to the needed capacity of up to 10-15 organizations to participate in a comprehensive community outreach and education plan.

We recommend that \$800,000 be set aside for the Outreach and Education implementation. The Community Outreach & Education plan would include but is not limited to:

[EXTERNAL] Strategy on Outreach

- i) Virtual/Digital Outreach Methods
 - Phone + Text Banking
 - Social Media, Promotions
 - Videos
 - Storytelling
 - Up to date flyers, fact sheets, brochures, etc.
 - Participating in virtual community dialogues and workshops
- ii) In Person and/or Hybrid Methods
 - Community dialogues and workshops
 - Pop-Up Community Events (churches, etc.)
 - Community In-Reach (CBOs currently working with impacted constituents/population)
 - Distribution of up to date flyers, fact sheets, brochures, etc.
- iii) Training care recipients to organize their friends and family to enroll in CARES

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[EXTERNAL] Topics for Education/Information

- iv) What is CARES?
 - What health care services can I receive through CARES?
- v) Do I qualify for CARES?
- vi) Checklist - How do I sign up/pre-enroll/enroll into CARES through the 3 community health centers (Brighter Beginnings, La Clínica de la Raza, LifeLong Medical Care)?
 - How to sign up online, phone, in person, or by mail
 - Who can help me enroll in my local community/neighborhood Community Health Centers?
- vii) Addressing community fears and concerns
 - Will enrolling into CARES harm my immigration status?
 - (a) Public Charge Guide
 - (b) Know Your Rights
 - (c) Keep Your Benefits
- viii) Short Term and Long Term Individual, Family, and Community Benefits of CARES

[EXTERNAL] Strategy on Technical Assistance of Pre-Enrollment & Enrollment

For this piece, we recognize that coordination with the three Community Health Centers around flagging cases, tracking, and reporting is essential in ensuring the pre-enrollment and enrollment is seamless and successful.

Outreach and education tools will include the enrollment criteria and documentation needed for enrollment for each of the health centers that would be cross-checked by a Community Health Center enrollment specialist.

We will include limited information to families on other important enrollment populations such as the Medi-Cal 50+/Older Adult and folks who need to re-enroll into Medi-Cal.

[INTERNAL] Cross-Organizational Coordination

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The #OneContraCosta Coalition (#OCCC) will convene Community Based Organizations (CBOs) from East, Central/South, and West county to discuss and coordinate outreach strategies and tools to monitor and ensure that referrals to the 3 Community Health Centers are consistent/in alignment with enrollment protocol. Here is a list of organizations involved in coordinating with the county and community health centers around COVID response and outreach grouped by county area:

County Area	Organization
County-Wide	United Latino Voices
County-Wide	ACCE
County-Wide	Family Justice Center & AAPI Coalition
County-Wide	#OneContraCosta Coalition
Central/South & East	Monument Impact
East	Hijas Del Campo
East	Village Community Resource Center
East	People Who Care
West	The Latina Center
West	Able Community Development
West	Lao Family Community Development
West	Asian Pacific Environmental Network
West	Kwesi Anku - West African/Ghanan Community
West	Multi-Cultural Institute

The outreach organizations will educate/inform, pre-enroll utilizing a check-list noting essentials to provide seamless transition into CARES, follow up, and connect the target group to an enrollment specialist of a community health center who can then further assist with cross-checking the essentials of the check-list.

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Grantee Process

RCF will issue a RFP to selected outreach organizations to perform location-specific, language-specific, and/or demographic CARES outreach in all regions of the county. The RFP will be shared to the outreach organizations listed above that have experience in COVID response and/or ERAP outreach.

The trusted outreach organizations identified above have demonstrated high success in reaching and supporting impacted populations prior to and during the pandemic. Supporting the existing network of well-trusted organizations is essential in ensuring that undocumented adults seeking and navigating healthcare services will be assisted in a smooth, easy, and efficient manner. CBOs are the guides helping residents handle the hurdles of navigating systems such as issues with accessibility, translation, mistrust, and fear.

Over the history of Contra Costa CARES, trusted community organizations have not been funded and resourced to provide comprehensive outreach and education. This is a pivotal opportunity to build on their experience to reach the goal of getting the remaining uninsured insured.

Cross-organizational coordination will consist of the following:

- Initiate #OCCC meetings on a monthly basis from May 2022 - July 2022 to share information and ensure uniformity in outreach, education, evaluation/data methodology, troubleshooting, and expansion of implementation approaches. Then, transition to quarterly sessions starting in August 2022. The Coalition will include Regional Convenors, CBOs conducting outreach, education, technical assistance (prep for enrollment), and follow-up. The outreach organizations focused on the same sublevel county areas will coordinate and problem-solve in tandem with one another to ensure efforts are efficient.
- Conduct internal training sessions to share and align knowledge on how to perform outreach and education on CARES programs. A brief video will be developed to onboard outreach staff over the 8 month period.

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- Creation and utilization of uniform outreach tools (survey, enrollment information, FAQ), which would be prepared and ready to go at the end of May 2022.
- Create tools and processes for referrals. Develop a platform/project management tool for client information management. This system will track the individuals referred to the 3 Community Health Centers. Due to HIPPA, the 3 CHC's will report the number of patients that completed enrollment. Organizational outreach & education staff will collect client name, organization, and referral agency.
- Follow-up (phone, email, etc.) with residents in a time sensitive manner to see if they made an appointment, discuss any barriers for enrollment, and identify solutions to pivot barriers ensure successful enrollment.
- Creation of data/evaluation survey that assesses qualitative data, demographic data, and contact information (name, email, phone #).
 - Survey questions may include but are not limited to the following below:
 - Qualitative Data
 - Have you or a family member ever gone to your neighborhood Community Health Center (La Clínica de la Raza, Brighter Beginnings or LifeLong Medical Care) or your local health department clinic?
 - Have you ever heard of the CARES program, a health care program that provides those ineligible for health insurance with access to preventative care free of charge from Community Health Centers (Brighter Beginnings, La Clínica de La Raza, LifeLong Medical Care) before?
 - If yes, from whom, what and/or where did you hear about it?
 - What did you hear?
 - If not, why?
 - If you were previously unable to access services through the CARES program, what challenges or barriers did you experience that made it harder for you to get the care you need?

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- If you were referred to a health center, which of the three centers (Brighter Beginnings, La Clínica de La Raza, LifeLong Medical Care) were you referred to?
 - Demographic Data
 - What city do you currently reside in?
 - What language(s) do you speak?
 - What is your race/ethnicity?
 - What is your age?
 - What is your gender?
 - Contact Information
- Cross-referral of residents to other regions of the county.
- Coordination of Communications Plan with Outreach & Education Plan is an in-kind support for the Outreach and Education Plan, which is funded through RCF Connects to support the #OneContraCosta Campaign. A primary communications platform will be developed that will be hosted on one website. This platform will include short (2-3 min.) video and audio training segments for the CARES Program outreach leaders who are charged with promoting the program, as well as informational segments – “What is CARES – benefits and services?” and “Steps for Enrolling” segments for potential enrollees in English and Spanish.
 - In addition, video and audio segments will be produced that will feature current CARES members who will highlight the benefits of being enrolled in the program.
 - Online live radio spots or a longer program that can feature local leaders, CARES stakeholders and community-based organizations will talk about the benefit of enrolling in CARES. This information will be available 24/7 and it can be accessed from a website or phone application.
 - The overall communication segments can be utilized for posting on each organization’s social media platform and websites. Segments can also be featured on CCC Noticias cable TV public access, Youtube, Facebook, Vimeo, along with providing the capability to livestream public events.
 - The communication platform will expand the overall information network to reach a greater number of the targeted population and will effectively expand the direct grassroots outreach of the promotoras and other outreach leaders.

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- **Regularly provide information and updates to Regional Conveners countywide.** Three organizations with deep community networks and extensive experience in convening nonprofit collaboratives have been identified to convene/coordinate grantees and other stakeholders in each region of the county, to address needs and trends that are specific to each region. These Regional Conveners would share information, best practices, project community events and data outcomes. Committed partners in each region include:
 - **West County: RYSE Center** (which convenes the 200+member West County COVID Community Care Coalition)
 - **Central/South County** (which includes Concord/Pleasant Hill/Martinez, Lamorinda, and Danville/San Ramon): **Family Justice Center** (which convenes the 200+ member Central/East County COVID Community Care Coalition)
 - **East County** (which includes Bay Point and all communities east): **East Contra Costa Community Care Alliance (ECCCA)**, which has a diverse mix of CBO members and is fiscally sponsored by RCF Connects.

Create and administer a **grant reporting process**.

Collect, prepare and report **data and program outcomes** to the County Health Department for submission to the Board of Supervisors.

Roles & Structure: The structure for our project will increase our collective capacity to support the goal of conversion from outreach to enrollment of the remaining uninsured population, undocumented immigrants ages 27-19. Our partners will take on the following roles:

- Regional Conveners will share information with their Community Care networks.
- Outreach and Technical Assistance Community Based Organizations will be tasked with carrying out all outreach and education activities including pre-enrollment technical assistance.

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- Project Manager will be responsible for development of project tools, data/evaluation methods, and consistent communication with organizations and health centers.
- Healthy CC staff will host and support #OneContraCosta Coalition that will be responsible for hosting monthly or quarterly meetings, which will include Community Organization's lead project staff, and Liaisons from Community Health Centers who will share information on referral process and outcomes; CCHS - Resident Ambassador Program to coordinate outreach efforts and share messaging on enrollment; CCHP- regular meetings to monitor and review enrollment data and outreach and education best practices.

Recommended Expenditure Plan

Total Budget: \$800,000

A. COMMUNITY OUTREACH AND ENGAGEMENT PLAN

- \$49,000: Project Management/Coordinator**
 - \$425,000: Grants to 14 CBOs** - Allocation will support outreach to engage with residents who can benefit from CC Cares services (sub-contracts would range between \$25,000 - \$35,000 depending on the capacity of the CBO).
 - \$180,000: Community Health Centers** - Hiring additional enrollment specialists to counterbalance incoming influx of new enrollees.
 - \$50,000: #OneContraCosta** - The #OneContraCosta Coalition (#OCCC) will be convened by Healthy CC and will include the CBOs from East, Central/South, and West county to discuss and coordinate outreach strategies and data/evaluation tools to monitor and ensure that referrals made to the 3 Community Health Centers result in successful enrollments.
- B. FISCAL/ADMIN FEE: \$96,000** - RCF will retain \$96,000, its standard 12% fee, to offset the costs of serving as the fiscal agent and grants administrator for the comprehensive implementation program.

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RCF Connects Qualifications

Mission: RCF Connects mobilizes the power of connection to build healthy, thriving communities that are safe and diverse, and where families flourish and children are given new hope for a bright and abundant future. As a regional community foundation for Contra Costa County, RCF Connects partners with the community to inspire leadership and to share the vision for work in five areas: Community Growth, Health, Restoring Neighborhoods, Education, and Public Safety. RCF Connect's work is driven by a strong aspiration to work with their communities to strengthen economic, racial, cultural, social, and gender equity. This aspiration is expressed both in the outcomes they strive for and in the ways in which they do their work. Equity is both their organizational value and their goal. For more information: www.rcfconnects.org.

Trusted Relationships: RCF Connects currently operates programs and makes grants across Contra Costa, supporting CBOs and residents through multiple programs and initiatives, including Ensuring Opportunity, Richmond Housing Renovation Program, SparkPoint Contra Costa, Healthy Richmond, and Mobility LABs in Antioch. Through the SparkPoint initiative, RCF Connects maintains offices in Richmond, Bay Point and at both Contra Costa College and Diablo Valley College, and over 19 community partners are linked through these locations. These locations serve as community hubs for a variety of resources, were key distribution points for the Census work, and currently provide a variety of cash, rent, utility and other assistance services. Free tax services through the VITA program are provided to ensure that residents receive their stimulus checks. RCF Connects also serves as the fiscal sponsor for several county-wide collectives, including the Multi-Faith ACTION Coalition and the East Contra Costa Community Alliance. In addition, RCF Connects has deep connections with local and regional philanthropic organizations, including convening and administering both the Richmond Funders Forum and the Contra Costa Funders Forum.

Rental Assistance Administration: During the pandemic, RCF Connects partnered with the Richmond Rapid Response Fund to distribute \$200,000 in rental assistance funding to support impacted residents in Richmond. RCF Connects also distributed, in partnership with Tipping Point Community, an additional \$225,000 in direct financial assistance to residents in East Contra Costa.

Grants and Contracts Administration: RCF Connects has extensive experience and systems in place to administer grants and contracts, including regranting and asset

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distribution under tight timelines. RCF has managed large and complex grantmaking projects for both public and private entities, including the Environmental Protection Agency (EPA), East Bay Municipal Utilities District (EBMUD), City of Richmond, Chevron, the Richmond Mayor's Community Fund, Menbe's Way Fund, and the West Contra Costa Literacy Coalition.

Board of Supervisors ERAP Contract with RCF Connects

On June 15, 2021, the County finalized a contract with RCF Connects (RCF) to coordinate ERAP-related outreach, technical assistance, and housing stability service activities throughout Contra Costa County. RCF and Ensuring Opportunity issued a Request for Proposals and distributed it to a diverse range of community-based organizations countywide. RCF received and reviewed 31 grant applications and awarded grant funds on a rolling basis, with the goal of getting resources out into the community as quickly as possible. A total of 25 organizations received grants from RCF, for services including Outreach, Technical Assistance, Regional Conveners, and Housing Stability Service. This final report includes data gathered through December 31, 2021. We are pleased to report that our grantees' collective outreach and technical assistance efforts have resulted in a total of 108,088 additional households in Contra Costa. This outcome far surpasses our stated goal of reaching 1,000 households by October 31, 2021. By October 1, 2021, we had reached a total of 85,000 families and residents in Contra Costa, and from November 1 through December, our outreach numbers increased by 23,088.

Contra Costa CARES Financial Model

Available Funding 1/1/22-12/31/23

Carryover and fund balance, 1/1/22		\$1,115,713
County Contribution, FY 23 and 24*		\$1,500,000
Measure X allocation*		\$1,500,000
TOTAL AVAILABLE		\$4,115,713

* Represents a full year allocation with CARES ending 6 months into FY 23-24

COSTS FOR CONTINUING EXISTING PROGRAM 1/1/22-4/30/22	# Members	Cost per month	# Months	Cost
Less: Costs of program 1/1/22-4/30/22	3,586	\$28.00	4	\$401,632
Remaining funding available:				\$3,714,081

Effective 5/1/22 CARES monthly membership will decline from 3,586 to a projected 2,697 as a result of expanded Medi-Cal enrollment.

COSTS FOR REMAINING CARES MEMBERS UNDER 50, w/ EXPANDED BENEFITS 5/1/22-12/31/23	# Members	Added cost/month	# Months	Cost
Continuing current program and Existing rates	2,697	\$28.00	20	\$1,510,320
Priority #1 - Increased monthly provider payment	2,697	\$5.33	20	\$287,500
Priority #2 - Add Integrated Behavioral Health benefit	2,697	\$17	20	916,980
TOTAL				\$2,714,800

Contra Costa CARES Financial Model

COSTS RELATED TO INCREASED ENROLLMENT FROM 2,697 PER MONTH TO 4,733 WITH EXPANDED BENEFITS Effective: 5/1/22 – 12/31/23				
	Members	Added cost/ month	# Months	Cost
Priority #1 - Increased monthly provider payment	509-2,036	\$33.33	20	\$661,634
Priority #2 - Add Integrated Behavioral Health to primary care capitation	509-2,036	\$17.00	20	\$337,467
TOTAL				\$999,101

RAMP UP ENROLLMENT SCHEDULE 5/1/22-12/31/23			New members enrolled this period	Cumulative total new members
By August 1, 2022			509	509
By December 1, 2022			509	1,018
By July 1, 2023			509	1,527
By October 1, 2023			509	2,036

- Projected utilization after May 2022 Medi-Cal expansion is 2,697 members.
- Using remaining funds with a ramp-up assumption, 2,036 slots could be added.
- The 2,036 available slots equals 17% of the projected remaining uninsured.
- One-time Outreach & Community engagement funds of \$300,000 will be provided by CCHP to work directly with CBOs.