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October 13, 2009

TO: Each Supervisor
FROM: *Robin Kay for*
Marvin J. Southard, D.S.W.
Director of Mental Health
SUBJECT: **MENTAL HEALTH SERVICES ACT SKID ROW SERVICES
QUARTERLY REPORT – OCTOBER 2009**

This memo provides the latest status report regarding continuing Mental Health Services Act (MHSA) funded programs in the Skid Row area in response to your Board's April 3, 2007 motion instructing the Department of Mental Health (DMH) to take several actions related to efforts to reduce homelessness in Skid Row in coordination with communities outside of Skid Row.

Your Board instructed DMH to provide a quarterly progress report on the MHSA community-based services and supports planned for Skid Row including:

- Progress on implementation of programs planned for Skid Row, including Service Area Navigator Teams, Crisis Resolution Services, Full Service Partnerships, Wellness Centers, and the development of housing options;
- Tracking outcome measures for MHSA funded programs in the Skid Row area; and
- Tracking the number of clients who refuse medical treatment for alcohol and drug abuse.

We will continue to provide quarterly reports, as instructed.

MJS:TB:LAH:oc

Attachment

c: Sachi A. Hami, Executive Officer

**LOS ANGELES COUNTY DEPARTMENT OF MENTAL HEALTH
MENTAL HEALTH SERVICES ACT
SKID ROW SERVICES PROGRESS REPORT**

October 13, 2009

On April 3, 2007, the Board of Supervisors approved the Department of Mental Health's (DMH) request to utilize Mental Health Services Act (MHSA) funding to implement programs to reduce homelessness and promote wellness and recovery in the Skid Row area. Since that time, the Department has implemented the following programs:

- Crisis Resolution Service (CRS) at the Downtown Mental Health Center (DMHC) which provides short term, intensive mental health and supportive services, including comprehensive assessment, medication evaluation and management, emergency shelter placement, and the initiation of benefits establishment.
- Skid Row Management Team (SRMT) provides overall administration, management and coordination of existing services and the development of new services in collaboration with local stakeholder planning groups.
- Client Run Wellness Center (CRWC) for the Skid Row area to serve individuals who no longer require intensive mental health services. On September 9, 2008 the Board of Supervisors approved the Board Letter awarding Emotional Health Association dba SHARE! the contract with DMH to operate that CRWC in the Skid Row area. The Skid Row Management Team, along with the Service Planning Area (SPA) 5 management team and DMH Contracts Division worked collaboratively with Emotional Health Association dba SHARE! resulting in the initiation of services at their new downtown site in late April 2009.
- A directly operated Wellness Center had been planned for the Skid Row area since shortly after the passage of the MHSA. On March 1, 2009, the Department accomplished this goal with the transformation of the DMHC outpatient services to an enhanced Wellness Center.
- On July 30, 2009, the newly created DMHC Field Capable Clinical Services (FCCS) team began providing on-site mental health services, integrated with primary healthcare and substance abuse assessment services for clients at the Center for Community Health of Downtown Los Angeles (CCHDLA-formerly known as Leavey Center). The team also has the capacity to conduct field services to those clients residing in the area's shelters and Single Room Occupancy (SRO) Hotels.

DMH MESA funded programs in the Skid Row area serve individuals in need of a variety of mental health and other treatment needs and supports. With the recent opening of the CCHDLA, CRWC, the implementation of a DMHC FCCS team, and the transformation of our DMHC outpatient program to a professionally staffed, enhanced Wellness Center, mental health clients in the Skid Row area now have a vastly enhanced array of wellness and recovery programming to address their individual service needs. Other MESA funded programs that service the Skid Row area include the DMHC Full Service Partnership (FSP) program, and the Service Area 4 Navigator Team (SANT 4) which are discussed below. Also included are detailed reports on the performance of the DMHC CRS program and the Department's funding of new housing development, and associated service collaboration efforts.

Full Service Partnership (FSP)

DMHC FSP program was implemented in December 2006 and is designed to serve a maximum of 180 consumers. As of September 23, 2009 177 clients were enrolled. There is a continuing effort to identify and enroll clients that require and have proven to benefit from the intensity of services provided through FSP programming. Clients are also evaluated to determine when they may be ready for services that are less intensive and more appropriate for their level of recovery. Alternate programming may consist of directly operated Wellness Center services; CRWC services along with employment, and ongoing support from a private mental health provider; and/or other services determined by the individualized needs of those clients. The outcomes described below illustrate the continuing successful efforts of DMHC FSP, to reduce homelessness, incarceration, and acute psychiatric hospitalization.

- Days hospitalized year prior to partnership vs. post-partnership (adjusted for time): 55% decrease
- Days homeless year prior to partnership vs. post partnership (adjusted for time): 80% decrease
- Days incarcerated year prior to partnership vs. post partnership (adjusted for time): 7% increase
- 66% of the 177 clients enrolled in FSP have been identified with a history of co-occurring mental health and substance abuse/use issue in various stages of recovery, from active or episodic use, to abstinence. Most are actively engaged in appropriate treatment, ranging from 12 Step meetings, and FSP Skid Row Co-Occurring Recovery and Empowerment (SCORE) treatment programming.

Service Area 4 Navigation Team (SANT)

SANT 4 covers a wide and diverse area, which includes Skid Row. SANT links individuals of all ages to specialized mental health services such as FSP, Assertive Community Treatment (ACT) and Adult Targeted Case Management Services (ATCMS). One of the methods utilized by SANT 4 to accomplish its goals is through the Impact Unit. The Impact Unit serves a critical role in ensuring linkage to community programs and services. Meetings are held semi-monthly to assist Service Area 4's DMH contracted and directly operated programs the opportunity to review individual cases, and to determine the most appropriate specialized programs (FSP, ACT, and ATCMS) to serve individual consumers.

The goals of SANT 4 are:

- Linkage to housing resources;
- Successful community reintegration for persons with mental illness from institutional settings;
- Provision of services for underserved, un-served and inappropriately served consumers with mental illness through linkage to appropriate type and level of care;
- Reduction in homelessness in the Skid Row area;
- Promotion of MHSA services in the community in collaboration with service providers and community agencies; and
- Successful outreach and engagement efforts by contracted and directly operated programs that identify and link prospective consumers to services.

During the last quarter, SANT 4 has received 83 referrals for adult consumers ages 26-59 for specialized programs (ACT, FSP & ATCMS). Of the referrals:

59 referrals were from areas outside Skid Row

- 22 consumers were successfully enrolled in FSP
- 17 pre-authorized for FSP
- 3 refused specialized services
- 2 did not meet criteria
- 5 referred to other service areas
- 10 not assigned

24 Consumers were referred from the Skid Row area

- 8 enrolled in FSP
- 12 currently pre-authorized for FSP
- 1 refused specialized services
- It was not possible to locate 3 clients who moved prior to follow-up

Received 101 referrals for Transition Age Youth (TAY-aged 16-25 years). None of these referrals came from the Skid Row area:

- 24 enrolled in FSP
- 41 pre-authorized for FSP
- 21 active outreach and engagement cases
- 15 not assigned

Housing Trust Fund

A Countywide MHSA Housing Trust Fund of \$10.5 million was established to support the development of new permanent supportive housing for people with psychiatric disabilities. The Housing Trust Fund provides funds for on-site supportive services for supportive housing projects as well as supportive services for scattered site housing projects. On May 19, 2009, the Board of Supervisors approved the request to enter into agreements with 12 agencies to provide supportive services for individuals with psychiatric disabilities who reside in new permanent supportive housing projects. In awarding the funds, the Department was committed to funding projects dispersed throughout the County. To that end, of the \$10.5 million, \$7,294,425 was awarded to projects in Supervisorial Districts (SDs) 1 through 4.

Housing Development

SRO Housing Corporation, which provides needed housing for homeless individuals in the Skid Row area, was notified in June 2007 that they were awarded \$5.2 million through the Governor's Homeless Initiative to develop the Winston Apartments, a 40-unit supportive housing project. The \$5.2 million will include funding for capital development and a capitalized operating reserve. As a condition of funding, the Governor's Homeless Initiative required that local county mental health departments would commit MHSA funds for the provision of mental health services or FSP level services for the residents of the funded units. DMH, through DMHC's FSP Program, has committed to provide mental health services to qualifying residents of the Winston Apartments. Due to the current State funding freeze, the projected construction start date has been pushed back to December 2009. It is anticipated that the units will be available for leasing in April 2011.

SRO Housing Corporation has also secured \$14.6 million through a variety of funding sources, including Los Angeles Housing Department's Permanent Supportive Housing Program, Los Angeles County's Community Development Commission, and tax credits to develop the James Woods Apartments. The James Woods Apartments include 53 single

room occupancy units, of which 31 are reserved for special needs populations; those who are chronically homeless with a mental illness. DMHC is currently providing on-site mental health services for qualified residents of those 31 units. The units were made available for leasing in July 2009, and are now 100% leased.

Mental Health Services Act Housing Program

On August 6, 2007 the California Department of Mental Health (State DMH) and the California Housing Finance Agency (CalHFA) launched the MHSA Housing Program that provides funding to support capital development and capitalized operating subsidies for supportive housing for individuals with psychiatric disabilities and their families who are homeless or at risk of homelessness. State DMH allocated \$115 million to Los Angeles County for the development of supportive housing, \$40 million of which can be used for capitalized operating subsidies.

In November 2007, DMH released the Expression of Interest, a non-competitive solicitation inviting interested parties to submit a Letter of Interest in response to the notice of available funding for capital development and operating subsidies. In mid-March 2009, an introductory information and training was held for individuals and organizations not familiar with the requirements associated with supportive housing projects and/or receiving public funds. Also included were those individuals and organizations that had submitted incomplete Letters of Interest and/or those reviewed by the MHSA Housing Advisory Board but that had not been recommended for further development at this point due to insufficient information, or other issues, and those that had further questions, or had expressed an interest in providing shared housing. This included individuals and organizations that were not traditional supportive housing developers. On June 10, 2008, the Board of Supervisors approved a Board letter authorizing the Department to sign an assignment agreement permitting the transfer of the Los Angeles County allocation of \$115 million to the CalHFA for the administration of the MHSA Housing Program.

The Department received 64 Letters of Interest in various stages of development, from the concept stage to fully developed projects with committed funding resources. Of the 64 proposed housing projects, the MHSA Housing Advisory Board identified 39 as viable projects and recommended that the Department initiate further planning and development with the project sponsors. DMH has met with the project sponsors to provide technical assistance to those projects that were not recommended for further development. Because this funding is being offered through a non-competitive solicitation process, project sponsors may revise their housing proposals and resubmit them for consideration at will.

Thirty of the 39 projects previously recommended for further planning and development by the MHSA Housing Advisory Board have remained active as of September 21, 2009.

Of these 30 projects, 4 are located in the Skid Row area, and 158 of the total 347 units to be built will be funded by the MHSA Housing Program.

The Ford Apartments, sponsored by SRO Housing Corporation, has been approved for funding by State DMH and CalHFA and has a projected occupancy date of May 2011. The Charles Cobb Apartments, sponsored by Skid Row Housing Trust, has also been approved for funding by State DMH and CalHFA and has a projected occupancy date of December 2009. The Parker Hotel, sponsored by A Community of Friends, is currently finalizing their service plan for posting on the Department's web site for the 30-day public review and comment period, and has a projected occupancy date of June 2011. Finally, the New Genesis Apartments, sponsored by Skid Row Housing Trust, is currently initiating the service planning process with the Department and has a projected occupancy date of June 2011.

As of May 28, 2009, the Department determined that it was in receipt of a sufficient number of Letters of Interest for proposed projects to exhaust the current \$115 million allocation for the Los Angeles County MHSA Housing Program; therefore, the Expression of Interest was suspended. Any future notification of funding will be made available on the DMH web site.

Crisis Resolution Services (CRS)

CRS is a short term (60 days or less), outpatient based, intensive, clinical and case management program that provides crisis intervention and stabilization for new and returning, disengaged clients. Services include but are not limited to: emergency shelter, transitional and permanent housing, referral for medical and dental services, benefits establishment, intensive case management, psychiatric services and medication, short-term psychotherapy, and crisis intervention.

CRS was implemented on October 11, 2007 providing two days of service weekly. Days of operation were gradually increased as new staff was hired. On May 12, 2008, CRS began operating five days a week, and on September 6, 2008, Saturday morning coverage was added for a total six days a week of program operations.

Although weekday utilization of CRS remained extremely high, Saturday utilization was virtually non-existent. A cost-benefit analysis of Saturday coverage revealed that resources were best utilized during weekday hours. With support from Skid Row stakeholders, Saturday coverage was discontinued as of August 29, 2009.

Since implementation, CRS has:

- Opened 3,391 unique episodes;

- Provided linkage to emergency, transitional or permanent housing to 67% of homeless clients on day of screening or intake; and
- Engaged 42% of all clients with a co-occurring mental health and substance use/abuse issue(s). As a result, these clients were successfully enrolled in professional treatment or peer counseling services. Motivational engagement efforts with the remaining 58% are ongoing.

Due to the availability of additional outcome information, we are able to report the following information for the period April through June 2009: thirty days after receiving services from Downtown CRS:

- 98.7% of the clients did not require intervention from the DMH Psychiatric Emergency Services;
- 98.1% of the clients were not admitted to an Inpatient Psychiatric Hospital;
- 98.9% of the clients were not incarcerated; and
- 27.9% of the clients received further outpatient services.

The program provides immediate, frequent, intensive case management for clients, and employs a “whatever-it-takes” approach to addressing individual needs, including mental health services, housing, physical health care, and assistance with benefits establishment. Due to its demonstrated success over the past two years, DMH has decided to develop additional CRS programs in each Service Area throughout the county. The DMHC CRS was recently informed that it will be recognized with an award from the Los Angeles County Quality and Productivity Commission at the 23rd Annual Productivity and Quality Awards Luncheon on October 21, 2009.

Skid Row Management Team (SRMT)

During this past quarter the DMH SRMT continued its ongoing efforts to sustain engagement with community providers and stakeholder groups, including consumers and loft dwellers, to obtain critical input about the many issues affecting the Skid Row area. The SRMT has held monthly meetings of the Skid Row Community Advisory Board (SRCAB) as a vital venue for this community engagement effort. The SRCAB is comprised of Skid Row stakeholders, i.e., housing, health, and social service providers, and residents, including consumers that are dedicated to collaborative and integrative efforts to develop more accessible, and effective social and health care services.

SRMT activities over the past quarter have included:

- Represented DMH in the CCHDLA (formerly called Leavey Center) Leadership, Management, and Clinical Team meetings. Other participant agencies are JWCH; ADPA contractor, Homeless Healthcare of Los Angeles; and County agencies: Departments of Public Health; Health Services; and Mental Health;
- Participated in CCHDLA Open House planning group with representatives from CEO SIB; JWCH; Weingart Foundation; DHS; and Edelman Public Relations;
- Developed and hosted training on "Non-Violent Crisis Intervention" for staff of the CCHDLA;
- Hosted a training by UCLA Integrated Services Program for DMH Skid Row program's staff on "Contingency Management" to enhance skill development in working with clients with co-occurring disorders (COD-mental health and substance use);
- Hosted and participated in weekly and monthly meetings of the Skid Row (Family) Assessment Team (SRAT) with Department of Children and Family Services (DCFS), Department of Public Social Services (DPSS), Department of Public Health (DPH), and Los Angeles Homeless Services Authority (LAHSA) regarding the ongoing provision of collaborative services to homeless families with minors;
- Hosted monthly meetings with DMH Skid Row Community Advisory Board (SRCAB), which is a local forum for consumers, families, service providers and community representatives to provide the Skid Row Management Team (SRMT) with information, advice and recommendations regarding the mental health service needs in the Skid Row community;
- Participated in the monthly DMH Service Area (SA) 4 Executive Providers Meetings in collaboration with SA 4 Management Team;
- Participated in monthly Service Area Advisory Committee (SAAC) meetings for SA 4. SAAC meetings are comprised of community stakeholders, including residents, persons who work in the area, consumers, family members of consumers and social service agencies. The meetings serve to educate the public about the MHSA, including priorities such as Prevention & Early Intervention (PEI), and solicit input and feedback from the public about DMH's implementation of MHSA programs.
- Participation in the Los Angeles City/County Coordinating Council for Homeless Families' monthly working group meetings, to implement recommendations of the

Los Angeles 10 Year Plan to End Homelessness that are specific to family homelessness, by ending and preventing family homelessness via increased inter-agency collaboration and service delivery, and increasing access to housing. The work group is exploring ways to address the increase in family homelessness due to the current mortgage and foreclosure crisis.

- Participated in Service Area 4 Birth to 5 Collaborative Meetings, to examine and address the service needs of children in this age range in the Metropolitan Los Angeles area, which includes Skid Row;
- Participated in monthly meetings of the Mental Health Transformation Committee with AFSCME and SEIU;
- Collaborated with DMH Housing and Homeless Division, and DPSS on rate structure Emergency Shelter Beds for adults with minor children in an effort to bring DMH rates in line with that of DPSS; and
- Met with DMH Housing and Homeless Division and Skid Row Housing Trust representatives to discuss collaboration on new homeless housing developments.

SRMT continues to work collaboratively with area stakeholders, service providers, and residents to enhance mental health services, and related programming and supports for homeless persons in the Skid Row area.

Summary

In summary, the Department of Mental Health continues to demonstrate its commitment and progress to enhance, and increase innovative community based mental health services, housing, effective stakeholder collaborations, and other related services in the Skid Row area through the development of newly funded MHSA programs, and the transformation of existing services. Most recently this has included the implementation of Field Capable Clinical Services at the Center for Community Health of Downtown Los Angeles, a private and public partnership offering fully integrated medical and behavioral health services; the opening of the SHARE! Client Run Wellness Center; collaboration with SRO Housing Corporation's James M. Wood Apartments in Skid Row providing on-site mental health services to residents. With the creation of a directly operated Wellness Center at the main DMHC site at 529 South Maple Avenue, DMHC became the first directly operated program which is completely transformed to Mental Health Services Act funded programs. All of these programs are dedicated to reducing homelessness for individuals with mental illness and breaking the costly cycle of emergency, inpatient care and incarceration, while promoting recovery and successful community reintegration.