County of Los Angeles
CHIEF EXECUTIVE OFFICE
Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
http://ceo.lacounty.gov

SACHI A. HAMAI
Interim Chief Executive Officer

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August 3, 2015

To: Mayor Michael D. Antonovich
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From: Sachi Hamai
Interim Chief Executive Officer

EXPANDING EFFECTIVE AND INTEGRATED SERVICES FOR HOMELESS SINGLE ADULTS IN REGIONS WITH HIGHEST GEOGRAPHIC BURDEN (ITEM NO. 29 OF JUNE 2, 2015)

On June 2, 2015, the Board of Supervisors (Board) approved a motion relating to improving services for single adults facing homelessness in the County. The Board instructed the Chief Executive Office (CEO) to report back in 60 days on the following issues:

1. Direct the Interim Chief Executive Officer and the Director of the Department of Mental Health (DMH) to identify funds that can be used to add one Multidisciplinary Integrated Team (MIT) in the Skid Row region of SPA 4, and proportionately augment staffing for the MITs in SPA 2, SPA 6, and SPA 8 based on the high need for single adult homeless services in these areas;

2. Direct the Director of DMH to work with County Counsel to determine the process for identifying a qualifying provider for the additional MIT to be implemented in the Skid Row region of SPA 4, to notify the Board prior to entering into any agreement for this area, and to amend contracts of providers delivering MIT services in SPAs 2, 6, and 8; and

3. Direct the Interim CEO, in coordination with the Directors of DMH, Health Services (DHS), Public Health (DPH), Public Social Services (DPSS), and the Los Angeles Homeless Services Authority (LAHSA) to:

    - Report back in writing on efforts to identify additional annual Homeless Prevention Initiative ongoing funds, as directed by the Board on June 11, 2013, given the results of the latest homeless counts; and

- Provide an update on the coordination and implementation of all single adult homeless outreach and engagement efforts, including the Single Adult Model and MITs, the Coordinated Entry System for single adults, LAHSA outreach teams, DMH Homeless Outreach Mobile Engagement (HOME) Team, DMH Integrated Mobile Health Teams (IMHTs), and other current and proposed County-funded outreach teams, so that these efforts result in a systematic Countywide strategy.

Background

The 2015 Homeless Count released by LAHSA showed an increase in homelessness across the County. SPAs 2, 4, 6, and 8 had the highest rates of homeless single adults. County departments and LAHSA have been working together to better coordinate services and respond to the increase in demand for homeless services. Outreach and engagement to homeless single adults is a key component in addressing the homelessness issue in the County.

To address the directives in this motion, the CEO, Service Integration Branch, convened a workgroup consisting of DMH, DHS, DPH, DPSS, and LAHSA to discuss existing efforts and opportunities for coordinating and enhancing service delivery through outreach and engagement for homeless single adults. Each department provided detailed information on their homeless programs impacting single adults and identified current coordinated and collaborative efforts. The group then explored opportunities for expanding coordination and improving service delivery. Attachment I provides a complete summary of all County-supported homeless outreach and engagement programs serving homeless single adults.

This report will address the following strategies relating to improving outreach and engagement services for homeless single adults:

- MIT Expansion
- Additional Annual Funding
- Coordination of Homeless Single Adult Outreach and Engagement Services

The report concludes with the recommendation from the workgroup on the next steps for improving outreach and engagement coordination.

MIT Expansion

DMH has been working with its stakeholders to augment services to individuals who are homeless. On June 17, 2015, DMH presented a plan for using one-time Mental Health Services Act (MHSA) dollars as bridge funding for the augmentation of the MITs. The plan was approved by stakeholders. The MHSA plan amendment is now in the customary 30-day posting period and will be implemented at the conclusion of this public posting. MHSA bridge funding will be used to add a MIT in the Skid Row region of SPA 4 and expand the MITs in SPAs 2, 6, and 8. The CEO will continue to work to identify on-going funds for the MIT expansion.

DMH worked with County Counsel to determine a process for identifying a qualifying MIT provider for the Skid Row area in SPA 4. Three options were developed and approved by County Counsel including:

- Award the contract for the Skid Row MIT to a qualifying MIT proposer that has a site in the Skid Row area;
- Award the contract for the Skid Row MIT to a DMH specialty Medi-Cal provider of homeless services in the Skid Row area; and
- Award the contract for the Skid Row MIT to a qualifying MIT proposer that delivers homeless services, but is not currently located in the Skid Row area

DMH is in the process of determining whether a qualified provider can be identified under the scenarios listed above and will notify the Board prior to entering into this agreement. Once the 30-day public posting period is concluded, DMH will proceed to amend contracts with existing MIT providers for SPAs 2, 6, and 8 including San Fernando Valley Community Mental Health Centers, Inc. (SPA 2), SCHARP (SPA 6), and Mental Health America, Los Angeles (SPA 8).

Additional Annual Funding

In the October 2013 response to the Board, the CEO identified $5.6M in ongoing HPI funding and $6.8M in one-time HPI funding that were available for reprogramming. Currently, as part of the Fiscal Year 2014-15 year-end closing process, we are reviewing the programs funded through from the HPI to determine if any additional ongoing funding could be made available for reprogramming. A discussion with the Board offices regarding the results of this review is planned for August 2015.

In addition to reviewing the existing HPI budget, this office has also recently identified a Homeless Prevention Initiative Project Manager who will be overseeing a comprehensive review of all existing programs and available funding, and develop more effective strategies to coordinate homeless services throughout our communities.

Coordination of Homeless Single Adult Outreach and Engagement Services

Existing Coordination:

County departments, including DHS, DMH, DPH, DPSS, Probation, and Sheriff, all have resources and services vital to helping homeless individuals move off the street and regain their health and residential stability. Each of these departments currently offer important services that have contributed to thousands of people recovering from homelessness. There are many success stories of departments and agencies working together to help homeless individuals receive the case management, supportive services, and shelter they need as they transition from homelessness to permanent supportive housing.

Despite all of these efforts, the current resources are not sufficient to achieve the desired result of dramatically reducing the number of people living on the streets in Los Angeles County. The challenge for the County is to move from a collection of programs built on top of one another over the last 30 years to a countywide street engagement strategy capable of systematically addressing the needs of street-based residents on a regional basis.

Vision to Systematically Address the Needs of Street-based Residents:

To strengthen the existing approach to providing services to single homeless adults, the workgroup identified a vision for a coordinated strategy for outreach and engagement. The key elements of this strategy include:

No Wrong Door: The most important factor in helping a person move off the street is to offer a workable alternative at the moment of the interaction. The goal is to shift toward a truly "no wrong door" strategy so that wherever a homeless person is encountered, they are given access to the full range of County resources that are available to them based on their individual circumstances.

Formalize Relationships between Departments for Clear Leadership, Coordination, and Consistency in Each Area of the County: Departments are currently collaborating and working together in many geographic areas. Formalizing these relations will help improve coordination, clarify roles, and avoid duplication of efforts. A key element of improving coordination is establishing core clinical and supportive services within each geographic area. MITs are a coordinated street-based outreach and engagement effort. The MITs can become the hub for street-based engagement in each SPA. Each SPA also has a Coordinated Entry System (CES) provider and access to LAHSA Emergency Response Teams. All three of these programs can be combined to create an enhanced and coordinated street-based outreach and engagement effort. This core of providers establishes the infrastructure for a coordinated approach in each SPA. Other individuals, agencies, and service providers wanting to assist with outreach or engagement can partner with these coordinated teams.

All public and private entities engaged with the homeless population should be coordinating their outreach under a unified framework. The Coordinated Entry System could serve as this framework by using a common set of assessment tools to prioritize the single adult homeless population for access to shelter, services and housing resources. Each SPA currently has a regional coordinator for CES who can develop local expertise within each SPA.

There is an opportunity to formalize roles and responsibilities that would improve overall service delivery to homeless individuals. Designating a coordinator for each SPA could help maximize the effectiveness of engagement efforts. This coordinator could ensure that County departments, LAHSA, and other partners are working together effectively and outreaching to all parts of their SPA.

Increase the Availability of Key Stabilizing Resources: County staff is most effective in serving homeless individuals when staff is able to immediately provide assistance and service referrals at the point of engagement. Increasing the availability of sobering centers, detox services, stabilization housing, recuperative care, and multi-service welcome centers would provide valuable resources that homeless service providers need to effectively address the issues facing homeless individuals. All of these environments are designed to offer an alternative to staying on the streets and ideally provide a portal into permanent housing. These resources also serve as a diversion from institutional settings including emergency rooms and jail.

Continue Development of Permanent Housing Resources: Engagement cannot be effective without supportive housing resources for the homeless. Continued expansion of permanent supportive housing resources is essential for street engagement strategies to work effectively. The development of CES has enabled the coordination of available permanent supportive housing resources by SPA and the availability of new rent subsidy resources through the Flexible Housing Subsidy Pool. Expansion of these resources is needed to meet the current housing demand. Recent experience has shown that there are property owners throughout the County who are willing to house homeless people in their units, as long as there is a solid rent subsidy and support services available to help tenants adjust and thrive in their housing.

Next Steps

This report presents for the Board's consideration the following:

- The identification of funds that can be used to add one MIT in the Skid Row region of SPA 4, and proportionately augment staffing for the MITs in SPA 2, SPA 6, and SPA 8 based on the high need for single adult homeless services in these areas;
- Options for identifying a qualifying provider for the additional MIT to be implemented in the Skid Row region for SPA 4;
- Efforts to identify additional annual Homeless Prevention Initiative ongoing funds; and
- An update on the coordination and implementation of all single adult homeless outreach and engagement efforts so that these efforts result in a systematic Countywide strategy.

The recent establishment of the CEO-Homelessness Ad Hoc Initiative can take the vision presented in this report for developing a coordinated strategy for outreach and engagement for homeless single adults and build on it as they proceed to develop an overall countywide coordinated strategy for preventing and reducing homelessness among individuals, families, and youth in the County.

Please feel free to contact me if you have any questions or need additional information, or your staff may contact Cheri Thomas at (213) 974-4603, or via email at cthomas@ceo.lacounty.gov.

SH:JJ
CT:KS:km

Attachment

c: Executive Office, Board of Supervisors
County Counsel
Health Services
Mental Health
Public Social Services
Public Health
Los Angeles Homeless Services Authority

SingleAdultHomelessServices 080315

Attachment

Homeless Service Programs
Providing Outreach and Engagement for Single Adults

Core Programs

These core programs are present in each of the eight Service Planning Areas. They form a central core that will help the County and its partners effectively coordinate homeless services for single adults across all of the geographic regions of the County.

Coordinated Entry System (CES)

CES is the local implementation of a federal HUD mandate to create a coordinated or centralized assessment and housing placement system for the homeless. CES complements and enhances the County's homeless programs. There are currently three aligned, coordinated entry systems in LA County:

- Single adults;
- Families with children; and
- Transition age youth *(currently under development).*

Generally, CES refers to the system for single adults, including veterans and the chronically homeless. DMH and DHS both participate in CES by coordinating their homeless clients with housing resources provided by the County and City Housing Authorities, the U.S. Department of Veterans Affairs (VA), and a variety of permanent supportive housing initiatives. The goal of the program is to assess the needs of the homeless person or household and provide access to the most appropriate intervention to meet the identified needs. Each system uses a specific tested assessment tool designed to meet the needs of the target population. LAHSA administers the outreach and assessment database as an element of the region's Homeless Management Information System. CES is the vehicle designed to insure each specific housing resource is maximized and targeted to the clients most in need of the resource, as identified by the standardized assessment tool used in each of the three systems. CES does not duplicate the work of the County departments, but rather augments it through efficient coordination of existing resources. CES also integrates the outreach, engagement and housing navigation resources of a variety of community-based collaborative efforts under the leadership of eight SPA-based regional lead organizations.

Single Adult Model (SAM)

SAM is a multi-departmental collaborative that includes DMH, DHS, DPSS, DPH, and CDC, with the vision of creating County infrastructure to assist homeless single adults in all regions of Los Angeles County. Within the SAM model, Multidisciplinary Integrated Teams were established in every Service Planning Area.

Multidisciplinary Integrated Team (MIT)

MITS provide outreach and engagement to the most vulnerable street-based homeless population with mental illness. The goal of the program is to assist those trying to obtain permanent housing and then support them using the evidence based practice Critical Time Intervention to retain their housing. The MITs provide a full range of mental health and housing services. They are staffed by community-based providers with a minimum of four staff per MIT that includes a mental health professional, substance abuse counselor, case manager and an additional part-time Registered Nurse. The Projects for Assistance in Transition from Homelessness (PATH) MITs are modeled on the successful implementation of the Innovation Integrated Mobile Health Team program. There is currently a MIT in SPA 1, 2, 4, 5, 6, and 8 and it is anticipated there will be a MIT to serve SPA 3 and 7 by Sept. 1, 2015.

LAHSA's Emergency Response Teams (ERTs)

ERTs focus on undertaking intense outreach efforts that locate, identify, assess and refer homeless individuals and families to supportive services and housing opportunities. The program deploys highly trained outreach specialists experienced in providing direct crisis intervention services and intensive case management to encampment dwellers and other persons in need of shelter and other services. The crisis intervention services include emergency services and housing placement, benefits assistance referrals and direct transportation to services. The teams provide intake and assessment services in coordination with the Coordinated Entry System. LAHSA currently has seven ERT outreach teams, with 2015-16 City funding to expand with ten additional teams. The teams and office/dispatch staff are funded by City and County Emergency Shelter Grant funds and General Funds, with one team funded by and dedicated to Los Angeles City Council District 15. The ERT responds to direct requests for assistance received from persons who are homeless or at risk of experiencing homelessness, concerned community members or groups, social service agencies, County and City departments, and elected officials. They use a multidisciplinary outreach team approach to work in conjunction with County and City departments and law enforcement agencies to help resolve homeless, behavioral health and health related issues in communities. ERT targets all homeless subpopulations including those released from correctional systems, chronically homeless and mental and physical health issues.

Below is a list of providers for each of the core services in each SPA.

SPA	CES Provider	MIT Provider	ERT Provider
SPA 1	AV Homeless Coalition	Mental Health America	LAHSA
SPA 2	LA Family Housing	San Fernando Valley Mental Health	LAHSA
SPA 3	Union Station	Inki *(pending finalization of contract)*	LAHSA
SPA 4	LAMP	Step-Up on Second	LAHSA
SPA 5	St. Josephs	OPCC	LAHSA
SPA 6	SSG	SCHARP	LAHSA
SPA 7	PATH	Inki *(pending finalization of contract)*	LAHSA
SPA 8	Harbor Interfaith	Mental Health America	LAHSA

LAHSA, DMH, DHS, DPH, and the CES Home For Good Coordination team have already begun meeting to work out the operational details of coordination across programs and SPAs.

Department Led Programs

These projects are often collaborative efforts between County departments and other partners that are led by a County department.

DHS's Housing for Health (HFH)

This division has helped the department begin to take a more active role in providing and coordinating street engagement activities in the Skid Row neighborhood. Building on the partnership that formed around Operation Healthy Streets program (which conducted activities once every two months), HFH has begun coordinating a once per week street engagement effort to test the effectiveness of a more consistent approach. DPH provides one staff member, one day per week. Pursuing the goal of effectively housing the thousands of unhoused people in Skid Row, HFH is currently working with governmental and community partners on an initiative called City+County+Community (C3).

C3 is a robust street engagement strategy that breaks up the 50 square blocks of Skid Row into four quadrants and has a 5-10 member multidisciplinary team working in each zone. The strategy also includes adding low barrier indoor environments such as stabilization housing, sobering centers and other programs that allow homeless people to recover and receive services in a welcoming environment as an alternative to treatment in the ER or arrest. The C3 strategy anticipates working with governmental and community partners to improve the built environment of Skid Row neighborhood so that residents of Skid Row have access to amenities that all other neighborhoods have such as street trees, benches, lighting, and restrooms. The goal of C3 is to consistently engage every person living on the streets of Skid Row and help them move into permanent housing and recover their health and well-being.

DMH's Homeless Outreach Mobile Engagement (HOME)

HOME conducts outreach in a coordinated manner in pre-designated locations in SPAs 4 and 6 and collaborates with City and County agencies. The team consists of ten County staff positions that provide mental health services and actively link individuals to on-going mental health services that include housing services. HOME is staffed by one supervisor, six licensed clinicians, and three medical case workers.

DMH's Integrated Mobile Health Teams - Full Service Partnership Program

These teams provide street outreach and engagement and a full range of mental health and housing services. There are three contractor teams that provide services in Santa Monica/Venice, Long Beach, Skid Row, East LA, and SPA 6. There is a minimum of six staff on each team with one of them providing physical health care.

DMH's Assisted Outpatient Treatment – LA (AOT-LA)

AOT-LA conducts extensive outreach and engagement to persons with serious mental illness and a history of unwillingness to participate in treatment using DMH clinical staff. Many of the referrals are from law enforcement and families of homeless adults with serious mental illness, a history of incarceration, involuntary hospitalization, and serious deterioration. If clients voluntarily accept services, this program enrolls clients in Full Service Partnership providers, as well as crisis residential beds. If clients are unwilling to accept treatment, the programs staff develops court petitions and manages the court process to connect enrollees with service providers. AOT LA is staffed by two supervisors, six licensed clinicians, two medical case workers and three community workers.

DMH's LAC+USC Street to Home Project

This project provides outreach and permanent supportive housing for chronically homeless mentally ill individuals living on or in close proximity to the campus of LAC+USC Medical Center.

The contracted mental health provider also operates the Psychiatric Urgent Care Center across the street from LAC+USC. This Urgent Care Center serves as a staging facility to connect participants with housing and immediate services such as co-occurring mental health and substances abuse treatment. There is a minimum of two staff on each team dedicated to conducting outreach and engagement activities.

DMH's Law Enforcement Teams

Law enforcement Teams partner DMH clinicians with law enforcement officers from 19 law enforcement agencies in the County. These teams respond to calls from 911 or patrol which often involve people facing homelessness and evaluate the danger to self or others, grave disability, and linkages to mental health services including housing. The teams with the most need to respond to homeless issues include Santa Monica Police Department Homeless Liaison Program (one part-time paraprofessional), Long Beach Police Department Mental Evaluation Team/Quality of Life Team (one clinician), Southeast Region Police Departments Mental Evaluation Team (two clinicians), Alhambra Police Department Mental Evaluation Team (one clinician), and Pasadena Police Department Homeless Outreach Psychiatric Evaluation (two teams).

DMH's Metropolitan Transit Authority – Crisis Response Unit

This unit partners three DMH clinicians with Sheriff Deputies to provide crisis services, WIC 5150 evaluations, transport to acute psychiatric hospitals, and linkage to mental health services.

DMH's Project 50 Replications

These projects provide intensive outreach and engagement, permanent housing, and supportive integrated mental health, physical health, and substance abuse treatment services for chronically homeless mentally ill individuals living in Venice, Hollywood, and the San Fernando Valley. The program is funded by the 3rd District, ten percent of the program services are dedicated to veterans. One program serves the needs of the Transitional Aged Youth for homeless individuals between the ages of 18-25. There is a minimum of two staff for all Project 50 replication providers dedicated to conducting outreach and engagement activities.

DMH's SB 82 Mobile Triage Teams

These teams provide outreach and engagement and field-based triage and assessment of referred individuals and families to determine eligibility for DMH services. Eligible participants are linked to the appropriate on-going services including housing services. There is one team in each Service Planning Area. Each team consists of eight County staff and six paid volunteers.

DMH's Veterans and Loved Ones Recovery (VALOR)

VALOR provides a full range of mental health and housing services to veterans and their families in a supportive environment. The program is operated by County staff and services participants regardless of formal Veterans' Administration eligibility status and military discharge. There is one team that has 18 staff.

DPH's Homeless Encampment Project (HEP)

HEP provides substance use disorder outreach, referrals and treatment services at the San Gabriel Valley, Spring Street, Skid Row, and Sunland/Tujunga areas. The HEP teams coordinate with County departments and local agencies including DMH, DPSS, Sheriff, and LAHSA. Behavioral Health Services (BHS) conducts outreach at the San Gabriel Valley, Skid Row, and Spring Street HEP sites. Tarzana Treatment Centers (TTC) is the contractor for the Sunland/Tujunga HEP site. Both contractors participate in the outreach efforts and are funded to provide on-site screening and referral for substance use disorder treatment. The contractors are also funded to provide residential medical detoxification and residential services to the target population. BHS provides one staff each for the Spring Street and Skid Row HEPs and two staff for the San Gabriel Valley HEP. TTC provides three staff for the Sunland/Tujunga HEP.

DPSS / Sheriff Homeless Release Project

This is a collaborative effort between DPSS and LASD to mitigate homelessness for inmates released from LASD facilities. DPSS eligibility staff interview inmates who are scheduled to be released within 30 days and claim that they will be homeless upon release, at Men's Central Jail, Century Regional Detention Facility and Pitchess Detention Center for eligibility to GR, CalWORKs, CalFresh and Medi-Cal. Upon release, the inmates are transported by LASD to DPSS' designated district office to complete the application process and are issued an EBT card and/or housing voucher the same day of release from incarceration. Approximately eight DPSS line staff and six LASD staff are working together in the jail facilities on this project, in addition to the various higher level management staff from both departments who are coordinating the overall effort.