



Health Services

LOS ANGELES COUNTY

November 21, 2022

Los Angeles County Board of Supervisors

Hilda L. Solis
First District


Holly J. Mitchell
Second District

Sheila Kuehl
Third District

Janice Hahn
Fourth District

Kathryn Barger
Fifth District

TO: Supervisor Holly J. Mitchell, Chair
Supervisor Hilda L. Solis
Supervisor Sheila Kuehl
Supervisor Janice Hahn
Supervisor Kathryn Barger

FROM: Christina R. Ghaly, M.D. 
Director

SUBJECT: **HOUSING FOR HEALTH BIENNIAL REPORT (ITEM NO. 16 FROM THE JANUARY 14, 2014 BOARD MEETING)**

Christina R. Ghaly, M.D.
Director

Hal F. Yee, Jr., M.D., Ph.D.
Chief Deputy Director, Clinical Affairs

Nina J. Park, M.D.
Chief Deputy Director, Population Health

Elizabeth M. Jacobi, J.D.
Administrative Deputy

313 N. Figueroa Street, Suite 912
Los Angeles, CA 90012

Tel: (213) 288-8050
Fax: (213) 481-0503

www.dhs.lacounty.gov

In November 2012, the Department of Health Services (DHS) established the Housing for Health (HFH) division to expand access to supportive housing for DHS patients who are homeless, have complex health conditions, and/or are high utilizers of DHS services. With investments from other Los Angeles County departments and the passage of Measure H, HFH's target population has expanded to people experiencing homelessness with complex health and/or behavioral health needs and other vulnerable populations. HFH offers a full continuum of services to address the range of housing and service needs of its clients, which was built using a flexible service delivery model that strives to adjust to individual needs as they change overtime.

This is the second biannual report (January - June 2022) to the Board on the entirety of H4H programs, including outreach services, interim and permanent housing, benefits advocacy, clinical services, and special initiatives.

If you have any questions, please contact me or your staff may contact Sarah Mahin, Director of HFH, at (323) 274-3217.

CRG:sm

Attachment

c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisors

www.dhs.lacounty.gov



"To advance the health of our patients and our communities by providing extraordinary care"



Health Services
LOS ANGELES COUNTY

2012 - 2022
10TH ANNIVERSARY

HOUSING FOR HEALTH

Whatever it takes

JANUARY 1 - JUNE 30, 2022

Biannual Report



Sarah Mahin, *Director*
HOUSING FOR HEALTH

HOUSING FOR HEALTH

From the Director of Housing for Health:

Welcome to Housing for Health's second Biannual Report to the L.A. County Board of Supervisors. This report serves as an important opportunity to highlight successes and share about the challenges we face in our work. Through our unique infrastructure, Housing for Health provides housing and critical services to tens of thousands of homeless and formerly homeless people in L.A. County each year. We specialize in serving people with complex physical and behavioral health conditions and pride ourselves on going above and beyond to support housing, health, wellbeing, and justice.

During this reporting period, Housing for Health concluded our formal programs related to the COVID-19 pandemic. We learned a great deal from leading emergency response and public health operations over the last two and a half years, and we deeply appreciate all our partners in these efforts. We leaned into Housing for Health's clinical strengths and housing expertise, and we centered equity and persons with lived expertise in the development and execution of strategy. Together, we demonstrated that much can be accomplished when there's political will and funding available to do the right thing for vulnerable people in times of crisis.

We provided medical shelter to over 10,000 people. We conducted nearly 275,000 COVID tests and delivered on-the-ground technical assistance and clinical support to hundreds of sheltered and unsheltered settings. We achieved a nearly 75% vaccination rate amongst people experiencing homelessness. We centered lived expertise, invested in equity, and created more than 230 peer ambassador positions. We delivered 2.5 million meals to people living in unsheltered settings. We placed thousands of people into housing units with in-home caregiving supports thanks to Project Roomkey and Homekey. It's amazing what we can do together.

I want to express my profound gratitude to the hundreds of individuals who joined Housing for Health to work on our COVID response efforts. These team members went above and beyond to protect and improve the lives of unhoused and other vulnerable people. They embodied Housing for Health's "whatever it takes" mentality and consistently demonstrated commitment, integrity, ingenuity, and kindness. They truly are healthcare heroes.

As we move forward, Housing for Health remains clearheaded about the mounting concerns ahead and steadfast in our commitment to serving as part of L.A. County's social safety net. Eviction moratoriums and other tenant protections related to the pandemic will end, inflation continues to increase, and wages rise too slowly to keep pace. We need more solutions urgently at the local, state, and federal levels to prevent people from falling into homelessness and entering an already overstretched rehousing system. We must address homelessness as a crisis and take bold actions to save lives.

On behalf of our compassionate and dedicated staff and partners, I present this brief overview of Housing for Health's activities for the first half of 2022.

Inside

- 2 From the Director of Housing for Health
- 3 Success Stories
- 4 Policy Page
- 6 Who We Are
- 7 Flexible Housing Subsidy Pool (FHSP)
- 8 Street-Based Engagement
- 8 Interim Housing
- 9 Permanent Supportive Housing (PSH)
- 9 Enriched Residential Care (ERC) or "Board and Care"
- 10 Homelessness Prevention Unit (HPU)
- 10 Countywide Benefits Entitlements Services Team (CBEST)
- 10 Capital Improvement Intermediary Program (CIIP)
- 11 Success Stories
- Clinical Services
 - 12 Star Clinic
 - 12 In-Home Care Giving
- Special Initiatives
 - 13 COVID Response
 - 15 CalAIM
 - 15 Harm Reduction
- 16 Success Stories

Appendix A – Capital Improvement Intermediary Program Project List

Things Will Only Get Better



When Tricia R. was living in her friend's car, she would chain her wheelchair down at night to prevent it from getting stolen while she slept. The 58-year-old, who was born and raised in East Los Angeles, has severe arthritis in her hips and without her wheelchair, she can't get around.

Tricia and her 80-year-old mother went from homeowners to homeless because they couldn't keep up with property taxes and other bills. They sold their home, which her grandparents had purchased decades ago, to get out from under debt. "That's when things started falling apart," she said.

At first, Tricia, her mother, and daughter stayed at motels, but their savings dwindled. She had lost her job of more than a decade and didn't qualify for disability benefits. As they ran out of options, they slept in parks, on couches, in a trailer, and then their car. "It was me and mom against the world."

Tricia's health continued to decline until one day, her legs gave out and a fall landed her in the hospital. After inpatient care and rehab, she was transferred to Oasis, a recuperative care center in Skid Row for women experiencing homelessness. "I felt a weight off my shoulders," she said of those early days in May when she first moved in.

Oasis is also an interim housing site, and her mom was offered a place to live too. They now share a room along with Tricia's emotional support dog, Smoky, who "takes care of everybody." All three have settled in, found a community of support, and made friends. "I see it right now as home."

Tricia is also working with the Star Clinic team to manage her arthritis and other health issues, undergoing physical therapy exercises to gain strength. She and her mom are hoping to settle into an apartment soon, and she's already dreaming about what she'll cook for herself and her family once she has a kitchen again.

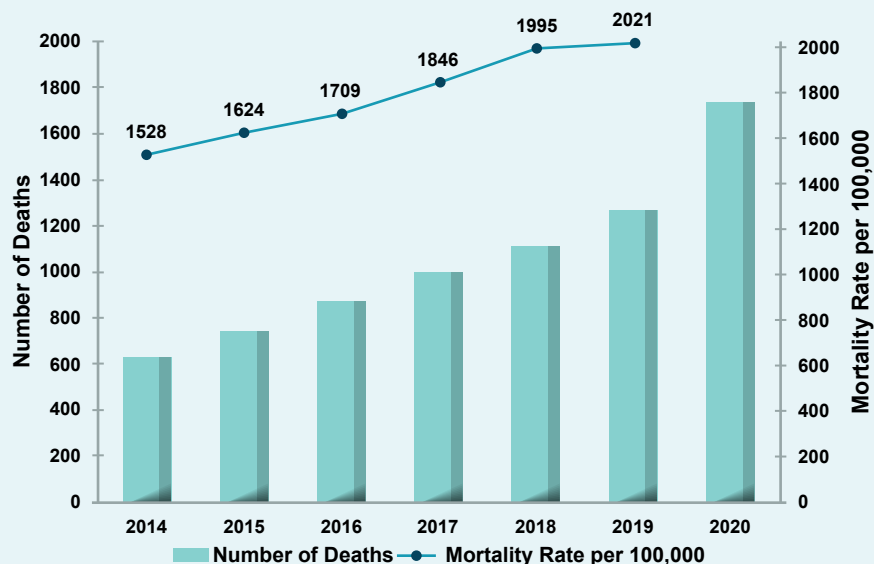
"I've got a lot of hope that things will only get better," she said.

Mortality Rates Increased...

Mortality rates amongst people experiencing homelessness increased overall, with overdoses as the leading cause of death. We must take immediate action using evidence-based approaches to prevent overdose deaths, including proven harm reduction practices¹ such as safe consumption sites, readily available naloxone, and safer drug use education.

- Death rate increased for homeless individuals in L.A. County by 56% in the year between April 2019 – March 2020 and April 2020 – March 2021.³
- Drug overdose was the leading driver in the increase – up 78% between the two time periods. Other causes included homicide (49% increase), traffic injury (33% increase), and coronary heart disease (29% increase).⁴
- Fentanyl and methamphetamine were the two leading causes of overdose deaths.⁵
- Of the almost 1,500 unhoused individuals who died between March 2020 and July 2021, 287 people experiencing homelessness died on the sidewalk.⁶
- Unhoused people are 35 times as likely as the general population to die of a drug or alcohol overdose.⁷

LA County PEH Deaths and Mortality Rates, 2014-2020²



• **Naloxone saves lives!**



¹ A review of the efficacy and effectiveness of harm reduction strategies for alcohol, tobacco and illicit drugs – RITTER – 2006 – Drug and Alcohol Review – Wiley Online Library

² Page 6 – Homeless_Mortality_Report_2022.pdf (lacounty.gov)

³ DPH Issue Brief: Recent Trends in Mortality Rates and Causes of Death Among People Experiencing Homelessness (January 2021)

⁴ DPH Issue Brief: Recent Trends... (January 2021)

⁵ Ibid.

⁶ We Do Not Forget: Stolen Lives of LA's Unhoused During the COVID-19 Pandemic (escholarship.org)

⁷ DPH Issue Brief: Recent Trends... (January 2021)

...and the Economic Drivers of Homelessness are Growing.

COVID Protections Are Expiring

During the pandemic, many tenant protections were enacted including evictions and rent increases. With those protections ending soon, and federal and local emergency funds winding down, there are mounting concern that more people will fall into homelessness.

Rent is Already Unaffordable for Many, and It's Going Up

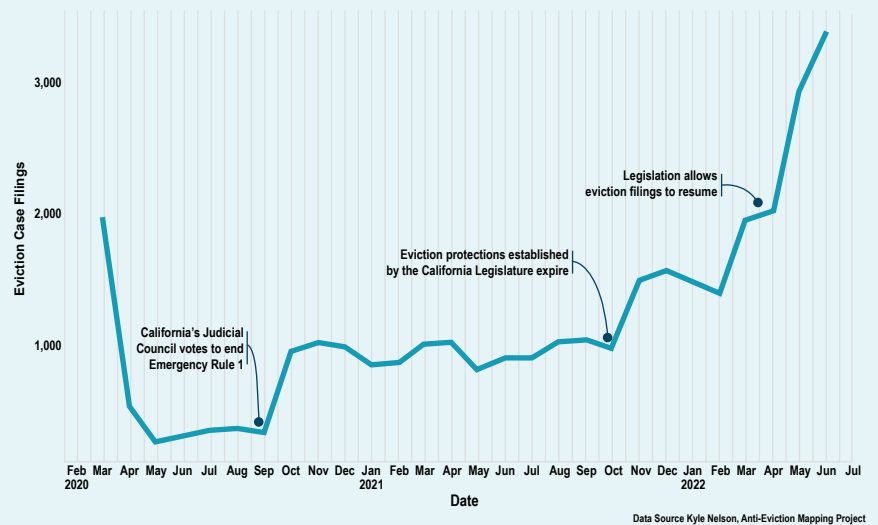
- In the L.A. Metro area, there are over 485,000 renters at or below the poverty line yet there are only about 95,000 affordable rental homes available.⁹
- Rent in the L.A. Metro area has risen nearly 16% between 2019 and 2022.¹⁰

High Inflation and Rising Rent Increases Homelessness

- Every \$100 increase in median rent is associated with a 9% increase in the estimated homelessness rate.¹¹
- L.A. has seen inflation rise as high as 9% in past year, increasing the price of gas, groceries, and other everyday necessities.¹² Wages and salaries have only increased 5.7%.¹³
- Many rent increase laws are tied to inflation, meaning rent has increased or will increase by as much as 10% in some areas,¹⁴ a historic high.

Evictions filed in LA County during the COVID-19 Pandemic⁸

As protections lifted, the number of eviction filings rose



⁸ Source: Liberty Hill. (2022, September 26). Eviction Data Shows Need for Permanent Renter Protection, Yes on Measure ULA [Press Release].

⁹ Gap Report: California | National Low Income Housing Coalition (nlihc.org)

¹⁰ U.S. cities where rents have risen the most (stessa.com)

¹¹ How COVID-19 Could Aggravate the Homelessness Crisis? | U.S. GAO

¹² Consumer Price Index unchanged over the month, up 8.5 percent over the year, in July 2022 : The Economics Daily: U.S. Bureau of Labor Statistics (bls.gov)

¹³ Changing Compensation Costs in the Los Angeles Metropolitan Area – June 2022 : Western Information Office : U.S. Bureau of Labor Statistics (bls.gov)

¹⁴ Bill Text - AB-1482 Tenant Protection Act of 2019: tenancy: rent caps.

Whatever It Takes...

Our Origin Story

Housing for Health was founded in 2012 as a division within the Department of Health Services to provide housing and services to patients who frequented County public hospitals and were homeless. Access to housing subsidies and intensive case management services stabilized the health of these individuals, reducing the number of avoidable inpatient, outpatient, and emergency department visits.

The County leveraged Housing for Health’s infrastructure to expand housing and services to thousands more unhoused individuals and families when Measure H, the Countywide sales tax to fund homeless services, passed in 2017. Other County departments have invested in creating housing and services for their prioritized populations using Housing for Health’s infrastructure.



Throughout the last 10 years, Housing for Health has maintained its core ethos and founding principles of improving the health and quality of life of the most vulnerable homeless individuals in L.A. County. Housing for Health now operates a full continuum of services, from street outreach to interim housing to permanent housing, with case management, benefits advocacy, and clinical services layered across all program areas.

Our Approach

Housing for Health provides housing and services to people experiencing homelessness with physical and/or behavioral health conditions, high utilizers of public services, and other vulnerable populations.

PRINCIPLES:

- Housing First** Connect individuals to permanent housing without preconditions or barriers to entry
- Harm Reduction** Help reduce unhealthy behaviors with respect, dignity, and compassion
- “Whatever It Takes” Mentality** Flexible approach to service delivery and an adaptable portfolio of interventions

PARTNERING WITH COMMUNITY-BASED ORGANIZATIONS AND EXPERTS INCREASES OUR IMPACT...

Our innovative approach to funding and contracts enables Housing for Health to build a strong network of community-based organizations and experts who extend our reach and join us in doing “whatever it takes.” Features of our partnerships include:

Braided, centralized funding creates simplicity and sustainability helping to disperse funds quickly and efficiently

Master Services Agreements with partners remove “red tape” enabling quick scaling and flexibility

Collaboration, integrity, and frequent hands-on technical support for all partners

Flexible Housing Subsidy Pool (FHSP)

The FHSP is a fiscal and contractual tool that provides the flexibility for Housing for Health and its partners to quickly scale housing options,...

...flexibly braid funding to create local rental subsidies and long-term commitments, and enable people to move between housing settings as their needs and preferences change. Administered by Housing for Health's nonprofit partner, Brilliant Corners, the FHSP engages with landlords, facilitates housing development, and responds to the needs of vulnerable County residents.

During this reporting period, the FHSP expanded with two new funding sources:



1,000 new of permanent supportive housing units



New project-based permanent supportive housing serving Office of Diversion and Reentry (ODR) clients and Enriched Residential Care (ERC) placements from the homeless system



5,224

Number of households currently housed through the FHSP¹⁵

588

Number of households housed during reporting period

January – June 2022

¹⁵ Includes all funding sources.

Street-Based Engagement

HFH contracts with community-based partners to operate Multi-Disciplinary Teams (MDT) that include a health specialist, mental health specialist, substance use specialist, peer with lived experience, and a generalist. These specialized street teams connect unsheltered individuals to housing and supportive services by engaging clients to develop trusting relationships over time.

Four teams were added during this period, two of which focus on supporting women in the Skid Row area as part of the County's Every Woman Housed initiative.

8,076
individuals served
through outreach
activities

January - June 2022

72
MDTs operated
throughout
L.A. County

January - June 2022



Interim Housing

Interim housing provides people experiencing homelessness with a safe indoor environment to sleep, receive services and assessments, and get connected to permanent housing. Housing for Health specializes in providing interim housing for homeless individuals with complex medical and behavioral health conditions who benefit from a higher level of support services than typically available in shelter settings.

Recuperative Care

Short-term housing for individuals recovering from an acute illness or injury, or who have conditions that would be exacerbated if they are not in stable housing with medical care.

Stabilization Housing

Immediate housing solution for individuals who are medically vulnerable if not placed into a stable living environment.

2,252
individuals served
during reporting period

96
new interim
housing beds added

January - June 2022

The final of three Restorative Care Villages opened June 15th on the L.A. County + USC Medical Center. It features a 96-bed recuperative care facility run by Housing for Health's contracted partner JWCH Institute and several inpatient mental health facilities run by the Department of Mental Health. This addition fulfills the Board of Supervisors' vision to create Restorative Care Villages and expand the County's ability to holistically serve more medically complex clients through a full continuum of services. These sites will offer a range of educational, training, employment, and social activities to give vulnerable County residents the necessary tools to successfully re-integrate back into the community.

Permanent Supportive Housing

Permanent supportive housing (PSH) is an evidence-based intervention that ends homelessness for vulnerable people with disabling conditions by pairing housing subsidies with supportive services. Using a variety of housing subsidies and settings, Housing for Health matches people to housing subsidies and Intensive Case Management Services (ICMS) delivered by community-based providers. ICMS services are supplemented with wraparound support of in-home caregiving services, field-based nursing support by DHS, specialty mental health services from the Department of Mental Health, and substance use services by Department of Public Health. This integrated service package helps to promote housing retention, health, and overall wellbeing.

The greater L.A. area received more than 6,800 emergency housing vouchers (EHV) from the federal government during this reporting period. Housing for Health played a major role in utilizing these emergency vouchers and integrating the new resources into our existing PSH structure.

CalAIM implementation was a major focus during this reporting period for Housing for Health's PSH program. About 11,500 PSH clients previously enrolled in Whole Person Care were grandfathered into CalAIM Community Supports and about 3,125 more were referred to health plans for CalAIM community support services from January – June 2022.



823
new move-ins

2,903
new clients
enrolled in
ICMS services

18,009
total PSH
clients served

TYPE OF HOUSING
SUBSIDY:¹⁶

14,344
Federal

3,372
FHSP¹⁷

January – June 2022

Enriched Residential Care or “Board and Care”

Enriched Residential Care (ERC) facilities are an important housing option for people who need ongoing care and assistance with activities of daily living, such as those discharged from an inpatient hospital setting or who are living in other housing or unsheltered settings and need a higher level of care. Residents are placed in licensed residential care facilities and receive time-limited case management geared toward developing life skills and connections to a primary care home, mental health, and substance use disorder services.

NUMBER OF
NEW PLACEMENTS

170
placements

January – June 2022

TOTAL NUMBERED
SERVED

898
individuals



¹⁶ A small number of ICMS slots do not have a rental subsidy and are for family mentorships, shared housing, and individuals who have their rent paid through other means.

¹⁷ This number only includes Housing for Health Permanent Supportive Housing subsidies.

Homelessness Prevention Unit

A proactive, data-driven prevention program launched in January 2021 to identify DHS and DMH clients who are at high risk of becoming homeless and support them in stabilizing in their housing and improving their overall health. Clients are identified through predictive modeling by UCLA's California Policy Lab. HPU staff work with clients for four-to-six months, provide flexible financial assistance including rental and utility payments, vehicle repair, and debt resolution, and help link to County and other services such as health and mental health services, substance use treatment, employment and education supports, benefits advocacy, and legal services.

Through the County's investment in federal ARPA dollars, the HPU program expanded to serve families in this period and increased its caseload capacity to 250 households at a time.

100
clients served

\$3,304
average Rental Assistance
provided to clients

93%
clients retained housing through the
duration of the program

January - June 2022



Countywide Benefits Entitlements Services Team (CBEST)

Countywide Benefits Entitlements Services Team (CBEST) assists individuals experiencing homelessness, at-risk of homelessness, veterans, and those formerly incarcerated to apply for Supplemental Security Income (SSI), Social Security Disability Insurance (SSDI), Cash Assistance Program for Immigrants (CAPI), and veteran's benefits. Teams consist of dedicated intensive case managers, benefit advocates, clinicians, and legal partners.

TOTAL AMOUNT OF FUNDS SECURED FOR CLIENTS:

\$951/client per month

January - June 2022

**Back-payments awarded:
\$3,241,000**

2,500
clients
newly
served

85%
benefit
approval
rate

Capital Improvement Intermediary Program (CIIP)

The Capital Improvement Intermediary Program (CIIP) manages the construction of facilities that expand housing and services for people experiencing homelessness. Housing for Health works closely with its nonprofit partner, Brilliant Corners, and with project sponsors to design, build, convert, and renovate spaces that offer a supportive and dignified experience for clients. See Appendix A for a full list of past and pending projects.



1,135
units/beds
created to-date

562
units/beds
in pipeline

» SUCCESS STORIES

It Takes Patience and Care

The path to permanent housing is often long and arduous. A lifetime of untreated mental illness, a history of substance abuse, and encounters with law enforcement all contribute to the complex challenges many unhoused people face. Daryl has struggled with homelessness for decades, with the latest instance lasting more than three years.

The 64-year-old wanted help, but chronic physical and complex mental health issues made it difficult for him to navigate the system. He would connect with services only to fall back into the ravages of drug addiction and living on the streets. With no family support to speak of, he was on his own. He would disappear, and his case managers were unable to find him. "The daily difficulties of living on the street, compounded by untreated mental and physical illnesses, make this a story we see unfortunately common in this work," says Dr. Heidi Behforouz, HFH's Chief Medical Officer. "However, with consistent follow-up and by committing to 'whatever it takes', we've also seen how this story can end differently—with our highly vulnerable patients in a permanent home."

Every time Daryl disappeared, he would connect with a new set of service providers. This is where the collaborative nature of Housing for Health's work shines. The four agencies that knew about Daryl's case - PATH, The People Concern, JWCH and Exodus - worked together to ensure he got access to services, support and housing. He was able to get into the Solaire Hotel as part of Project HomeKey, but he stumbled again with substance use and lost his spot. This trend continued until spring 2022 when he was matched to A Community of Friends' Arlington Square Apartments.

Daryl's story demonstrates the winding road of supporting someone on their journey to stability. It requires commitment, patience, and compassion - all attributes Housing for Health shares with its dozens of partner service providers.

"As a participant in the Permanent Supportive Housing program, Daryl is an engaging member of his new community and finding what he needs to stabilize in his situation," says Kimya Alexander, Daryl's ICMS case manager at Exodus.

Clinical Services

Two Approaches

Direct: Teams of Housing for Health nurses, providers, social workers, and substance-use counselors provide wrap-around care for individuals struggling with physical and behavioral health comorbidities and provide complex care management services in non-traditional settings (riverbeds, shelters, and apartments) to improve the client's health outcomes, enhance meaningful connections to health care, and optimize the client's function and quality of life.

Contracted Partners: Housing for Health clinical and non-clinical staff provide robust training and technical assistance to subcontracted outreach workers and case managers so that they can accompany individuals to medical appointments, improve adherence to medications and treatment recommendations, and build client health literacy and disease self-management skills.

CalAIM brought expansion to the clinical team with 78 positions added in this period, including key subject-matter leadership positions that will build multidisciplinary teams as CalAIM and field-based services progress. These new staff will support Enhanced Case Management (ECM) through the Star and Mobile Clinics that offer primary and urgent medical care services in Skid Row and to unsheltered people Countywide.

Star Clinic

Located in the heart of Skid Row in downtown L.A., the Star Clinic:

- Acts as the hub of our clinical services and specializes in serving patients with complex physical and/or behavioral health issues who suffer high rates of morbidity.
- Provides easy access to medical care for Housing for Health clients residing in nearby interim and permanent housing projects.

2,928
patient
care
visits

January - June 2022



In-Home Care Giving

The In-Home Care Giving program was established to provide caregiving and home health services so clients may remain independent in their housing settings for as long as possible. The program works with home health agencies to provide caregivers to eligible clients in various settings such as Project Roomkey and our permanent supportive housing program.

In this period the program expanded to serve additional individuals through funding from L.A. County CEO's Homeless Initiative and Cedars Sinai.

182
people
served

January - June 2022

Special Initiatives

COVID Response

Housing for Health's COVID-19 response for those experiencing homelessness began even before the stay-at-home order was issued March 16, 2020. Through extensive partnerships with entities spanning the entire homelessness services continuum, including county departments, cities, community-based organizations, volunteers, and dedicated temporary and permanent Housing for Health staff, we collectively moved mountains to keep people safe. As a direct result of the lifesaving actions undertaken by our coordinated efforts, COVID mortality rates among unhoused people in L.A. County remained much lower than initially projected.

COVID Response Teams (CRT)

Housing for Health enriched the clinical capacity of outreach teams to create more than 30 CRTs. CRTs performed COVID testing and wellness checks and provided PPE and infection control guidance for sheltered and unsheltered people experiencing homelessness.

14,264/ people experiencing homelessness engaged by the Housing for Health CRTs.

CRT-Led Vaccination Program

Housing for Health and the Department of Public Health (DPH) partnered with cities, community clinics, the Department of Mental Health (DMH), LAHSA, and community-based organizations in a widespread effort to provide targeted, trauma-informed, and mobile vaccinations to homeless individuals.

73%
vaccination rate for those experiencing homelessness

44,497
total COVID vaccines administered by the HFH COVID Teams.*

230
Peer Ambassadors recruited from the local community to bolster the vaccination effort.

CRT-Led Testing & Technical Assistance Strategy

Housing for Health implemented an aggressive testing strategy developed by DPH. Ongoing testing of asymptomatic unhoused people and shelter staff helped prevent unchecked transmission, while outbreak investigations worked to slow the spread of COVID.

278,983/ COVID tests were performed.*

Quarantine & Isolation (QI) Facilities

10,000+
individuals received medical services across eight different sites scaled to meet demand.*

Food Program

>2.5
million meals distributed.*

*As of June 30, 2022

What We Learned

The Impact of Mass Public Prioritization of Homeless Health Care

The public health emergency declaration unlocked two important pieces for success: political will and immediate funding. With these two ingredients, Housing for Health could meet the health and urgent housing needs of the most vulnerable homeless individuals quickly and efficiently.

Silo Busting

Urgency broke down barriers between disparate government agencies and programs and promoted coordination with community partners. United around a common, pressing cause, everyone leveraged each other's strengths to drive toward immediate outcomes. Unprecedented access to each other's resources, staff, and facilities expanded the system's awareness of itself and how best to coordinate.

Applying an Equity Lens to Drive Outcomes

COVID disproportionately impacted historically underserved communities. Programs were tracked by race, ethnicity, gender, age, geographic location, and other important factors, allowing us to identify struggling populations, locate specific disparities causing this, and actively and successfully work to close gaps.

Data-Driven Programming

Accurate data was key to intervention strategy and program design. For example, when a geographic area's specific subpopulation was not being vaccinated at the same rate as other areas and groups, teams could dive in to determine why and then pivot efforts as needed.



Special Initiatives

CalAIM

Replacing Whole Person Care (WPC), CalAIM is California's new Medi-Cal waiver that enables Medi-Cal funding to fund some housing related services through Community Supports (CS) and complex care management through Enhanced Care Management services (ECM). CalAIM launched in January 2022 with Housing for Health's transition of an estimated 14,270 grandfathered WPC clients into CS with all six local health plans. Housing for Health leveraged and built upon our existing infrastructure to integrate in this new complex funding stream, meet the high documentation standards of managed care plans, and minimize the amount of administrative burdens for our 100+ contracted community-based partners. During this period, Housing for Health also newly enrolled 2,910 clients in recuperative care, housing navigations, and tenancy support CS services and provided 300 patients with ECM.



Harm Reduction

Housing for Health weaves harm reduction practices through all programming because we know it saves lives. In response to the growing overdose crisis among people experiencing homelessness and its devastating impact on historically marginalized communities, Housing for Health increased and enhanced its existing harm reduction work. An exciting development during this reporting period was the establishment of the Harm Reduction Division (HRD) under DHS Community Programs in order to collaboratively strengthen existing resources and create new life-saving services to promote the health and safety of people who use drugs.

Over the past six months, Housing for Health worked with HRD and our partners to increase access to medication assisted treatment (MAT) for opioid users, connected many ICMS agencies to needed harm reduction supplies, and increased naloxone distributions to our providers and within our offices during the reporting period. Our clinical team also initiated an innovative "contingency management" program in which drug users are rewarded with entry into a gift card raffle after meeting their drug use goals (often abstinence), creating a novel reward pathway that supports their harm reduction goals. Housing for Health continues to expand our harm reduction efforts, providing hands-on training and technical assistance to our providers to ensure harm reduction efforts are delivered effectively in a trauma-informed way.

From Unhoused Peer Ambassador to Stable Housing and Full-Time Employment

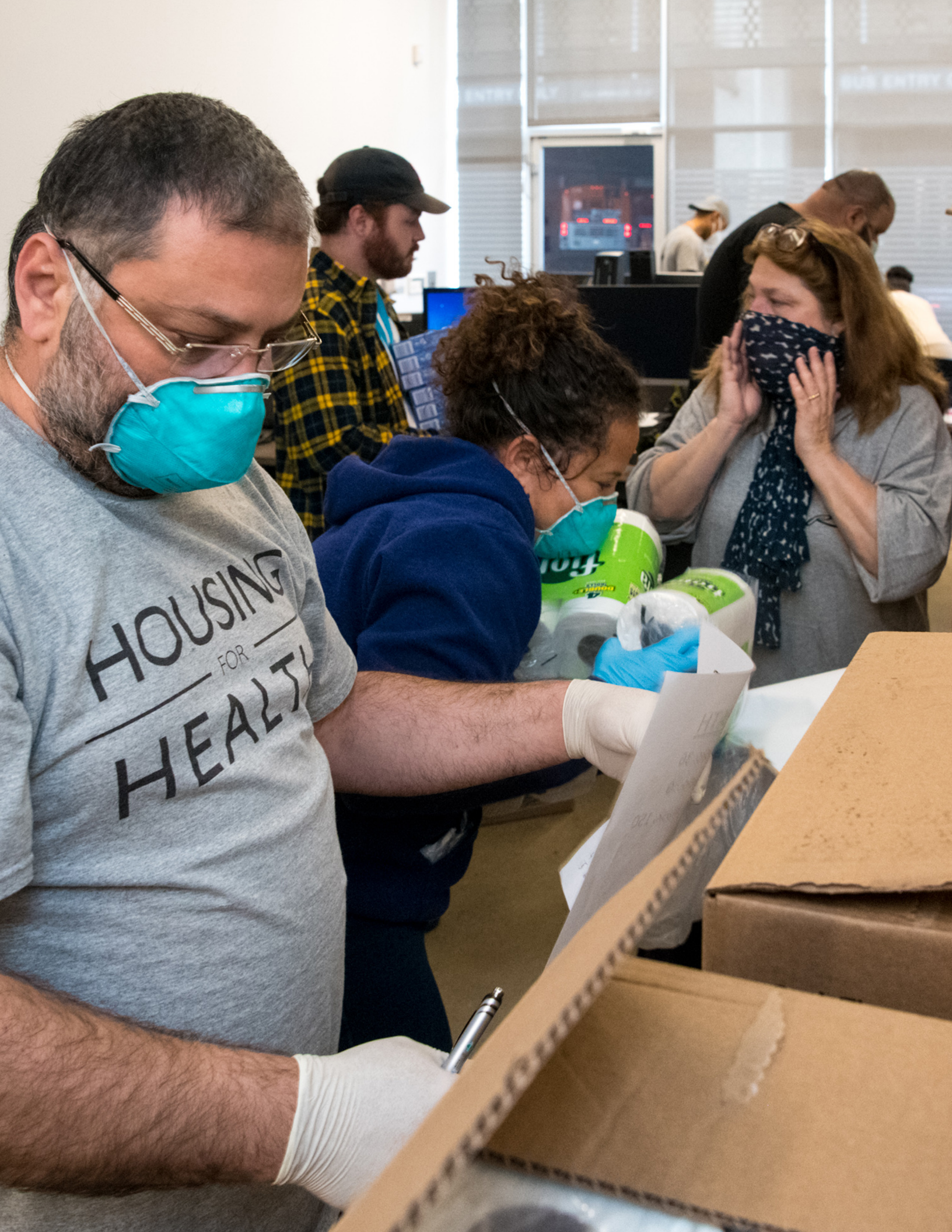


Frankie N., a veteran and domestic violence survivor, was staying at the Midnight Mission when she met the COVID Response Team (CRT) team from Housing for Health (HFH). She was volunteering at the shelter serving food and assisting the case managers with paperwork when the HFH team took note of her enthusiastic attitude and asked if she'd be interested in becoming a Peer Ambassador to support the vaccination effort among people experiencing homelessness in LA County. Frankie jumped at the opportunity. Thanks to her natural ability to connect with others and build trust, she was able to get nearly 30 unhoused people to agree to COVID vaccination.

"I enjoyed helping," said Frankie. "I enjoyed not only working to get people vaccinated, but also giving out snacks, clothes and socks during those cold months. Being in the field taught me so much, especially patience. I'd volunteer again in a heartbeat." The only reason she stopped volunteering was because she reached the maximum number of hours allowed.

"Frankie did amazing work," said Lindsey Richard, a Health Analyst with the Los Angeles County Department of Public Health's Vaccination Unit for People Experiencing Homelessness. "She's a tenacious go-getter, and it was a privilege to work with her."

Frankie developed a range of soft and hard work skills throughout her time training and volunteering, which eventually led to a case manager job at Midnight Mission. Frankie is now living in her own apartment, going to school, and working full time at the same shelter where her Peer Ambassador journey began.



Appendix A

Capital Improvement Intermediary Program Project List

Projects In Progress (As Of June 2022)

No	Project/Operator Owner/Partner	Project Type/ Est. Capacity	Population Served	Current Status	Estimated Cost/ Est. Completion
1	Safe Landing Exodus	Clinically Enhanced Interim Housing 172 Beds	Single Adults and Couples	Construction	\$32,688,515 October 2022
2	WLA Armory DHS	Interim Housing 172 Beds	Single Adults and Couples	Pre-development including architectural and professional services	\$250,000 TBD
3	Santa Clarita BTH Bridge to Home	Interim Housing 80 Beds	Families and Single Adults	Pre-development including architectural and professional services	\$500,000 TBD
4	Santa Fe Springs The Whole Child The Whole Child	Interim Housing 25 Units	Families	Pre-development including architectural and professional services	\$500,000 TBD
5	Mount Moriah Housing Development Mount Moriah Baptist Church	Permenant Housing 6 Units	Single Adults	Pre-development including architectural and professional services	\$263,430 TBD
6	Willow Tree Inn The People Concern	Permenant Housing 100 Units	Single Adults	Pre-development including architectural and professional services	\$500,000 TBD

Completed Projects

No	Project/Operator Owner/Partner	Project Type/ Est. Capacity	Population Served	Current Status	Estimated Cost/ Est. Completion
7	Figueroa HOPICS	Interim Housing 15 Beds	Families	Completed	\$43,160 April 2021
8	Long Beach HOPICS	Interim Housing 18 Beds	Families	Completed	\$44,780 March 2021
9	7621 Canoga LA Family Housing	Interim Housing 70 Beds	Single Adults and Couples	Completed	\$8,032,346 February 2021
10	1426 Paloma A.F.M.K. Inc./ Home at Last	Interim Housing 119 Beds	Single Adults	Completed	\$6,750,826 December 2020
11	North Long Beach City of Long Beach	Interim Housing 125 Beds	Single Adults and Families	Completed	\$3,400,000 September 2020
12	51st Street Motel HOPICS	Interim Housing 18 Units	Families	Completed	\$53,668 August 2020
13	VOALA VOALA	Interim Housing 60-98 Beds	Single Adults	Completed	\$500,000 August 2020
14	Santa Fe Springs Salvation Army Salvation Army	Interim Housing 24 Beds	Women	Completed	\$850,000 July 2020
15	Kensington Lancaster The People Concern	Interim Housing 156 Beds	Single Adults	Completed	\$6,661,000 July 2020

Appendix A

Capital Improvement Intermediary Program Project List

Completed Projects (Continued)

No	Project/Operator Owner/Partner	Project Type/ Est. Capacity	Population Served	Current Status	Estimated Cost/ Est. Completion
16	Sylmar Armory LAHSA/ LA Family Housing	Interim Housing 85 Beds	Women	Completed	\$7,781,341 June 2020
17	Jovenes Housing Jovenes	Permanent Housing 8 Units	Transition Age Youth	Completed	\$300,000 June 2022
18	Bellflower Homeless Shelter Mercy House	Interim Housing 60 Beds	Single Adults and Couples	Completed	\$1,500,000 May 2020
19	627 San Julian (FRAC) The People Concern	C3 Day Center 300/Day	Single Adults	Completed	\$4,309,128 May 2020
20	Pomona City of Pomona	Interim Housing 200 Beds	Single Adults	Completed	\$3,800,000 April 2020
21	Covenant House Covenant House	Interim Housing 18 Beds	Transition Age Youth	Completed	\$500,000 August 2021
22	628 San Julian (Oasis) LAHSA/JWCH	Recuperative Care 42 Beds	Women	Completed	\$7,838,241 December 2021
23	Tropicana Motel HOPICS	Interim Housing 40 Beds	Families	Completed	\$45,000 June 2022

Discontinued Projects

No	Project/Operator Owner/Partner	Project Type/ Est. Capacity	Population Served	Current Status	Estimated Cost/ Est. Completion
24	Bell Shelter Salvation Army/ JWCH	Recuperative Care 100 Beds	Single Adults	Discontinued	\$50,00 N/A
25	Virginia Road HOPICS	Interim Housing 15 Beds	Families	Discontinued	\$50,015 N/A

2012 - 2022

10TH ANNIVERSARY

HOUSING FOR HEALTH

Whatever it takes



Health Services
LOS ANGELES COUNTY

dhs.lacounty.gov/housing-for-health