



Health Services
LOS ANGELES COUNTY

November 6, 2024

**Los Angeles County
Board of Supervisors**

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TO: Supervisor Lindsey P. Horvath, Chair
Supervisor Hilda L. Solis
Supervisor Holly J. Mitchell
Supervisor Janice K. 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

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

Aries Limbaga, DNP, MBA
Chief Deputy Director, Operations

Elizabeth M. Jacobi, J.D.
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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 report provides an update on HFH from January 1, 2024 – June 30, 2024 to the Board of Supervisors on the entirety of HFH 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, by email at smahin@dhs.lacounty.gov.

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Attachment

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Health Services
LOS ANGELES COUNTY

HOUSING FOR HEALTH

NOVEMBER 2024 BI-ANNUAL REPORT

Reporting Timeframe: January 1, 2024-June 30, 2024

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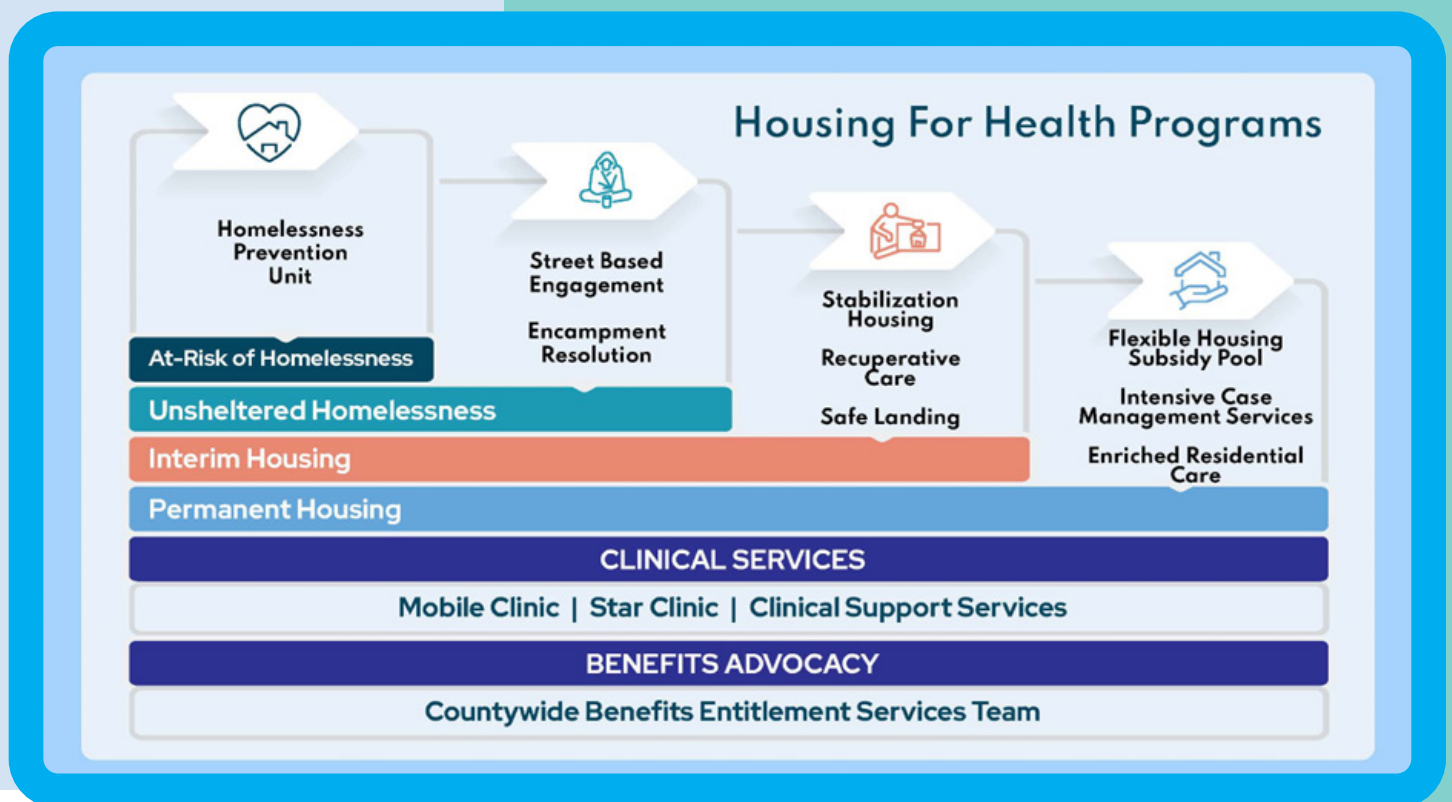
**Capital Improvement Intermediary
Program Project List**

Introduction

On behalf of our staff and partners, Housing for Health is pleased to present an overview of our progress and key achievements during the first half of 2024. Housing for Health's mission is to improve the health, dignity, and wellbeing of the most vulnerable Los Angeles County residents experiencing homelessness and housing instability by providing integrated housing, social services, benefits advocacy, physical and behavioral healthcare. The work is complex and multifaceted, involving hundreds of staff and community providers who collaborate tirelessly towards that shared mission. This bi-annual report offers insights into Housing for Health's core programs, highlighting noteworthy updates and outcomes from January through June of 2024.

As a result of the unprecedented collaboration between partnering agencies, community members and providers, LA County experienced a slight decrease in the number of individuals experiencing unsheltered homelessness, as demonstrated in the 2024 Greater Los Angeles Point-In-Time Homeless Count. Housing for Health continues to do "whatever it takes" to expand access to housing while providing wrap around healthcare and services to our clients.

Housing for Health Overview



Client Success Stories

Getting Back on His Feet

Wayne Fields started work at the Los Angeles Unified School District when he was 20 years old. His father impressed upon him that working for LAUSD was a secure job with financial stability and he made Wayne promise never to quit. Four decades later, Wayne has kept his promise, holding five different positions within the school district. He is proud of his career.

Unfortunately, Wayne's career was disrupted in 2020 when he lost his apartment because the building closed. He moved into a motel and quickly ran through his savings. Later that year, he fell off scaffolding and suffered devastating injuries that led to surgery and months in the hospital. Now using a wheelchair with no home to return to or savings to use, Wayne was discharged to a homeless shelter in Orange County. When the shelter closed, he was transferred to the Midnight Mission in Skid Row.

Wayne worked hard over the next two years to regain his mobility. He also worked hard to pursue housing stability. In October 2023, Wayne was able to move out of the Midnight Mission and into his own permanent supportive housing unit at 6th Street Place in Skid Row, thanks to the help of Housing for Health.

Wayne, an avid music lover, is now collaborating with a friend who leads performances for kids. His goal is to achieve a full physical recovery and to get back to his role at the Los Angeles Unified School District.



Wayne Fields is working towards his goal of a full physical recovery at Mercy Housing and The People Concern's 6th Street Place, his new permanent home.

The Journey from Housing Instability to Hope



The Pirir family - Felix, Yemerin, and their two young children - settled into their new permanent home with the support of their teams at Metro Outreach and Helpline Youth Counseling Outreach.

When the Pirir family faced untenable rent hikes that forced them out of their shared home, they experienced firsthand the harsh realities of housing instability. Felix, Yemerin, and their two young children had no other option than to go to a shelter. However, after an incident at the shelter left the young family feeling unsafe, Felix felt he had no choice but to move his family out and onto the Metro A Line where they could remain together. Shortly after moving onto the Metro, a City of Long Beach police officer encountered the young family on the train and transported them to overnight shelter provided by the City of Long Beach. Once there, a Metro Street-Based Outreach Team, operated by Helpline Youth Counseling, engaged the family at the Multi-Service Center (MSC) in Long Beach. The Outreach Team worked closely with the family, establishing a trusting relationship, explaining what services were available, and conducting an initial needs assessment. In turn, the couple shared about the challenges they'd faced while sleeping on the train for five days, and emphasized their need to stay together. The Metro team provided immediate relief with hygiene kits, clean clothing, snacks, and water, and coordinated with the MSC to secure baby formula and diapers for the little ones.

To address their most urgent needs, the Metro Outreach team collaborated with Los Angeles County Board of Supervisors Housing and Homelessness staff and the Los Angeles Homeless Services Authority (LAHSA) to secure a motel voucher for the family. Demonstrating the deep rapport established between the family and the various teams supporting their journey, their contact at the Long Beach police department returned with two kids car seats to transport the family and the Metro team provided additional support securing groceries, hygiene products, blankets, and baby necessities for their interim home.

With the family on the journey toward stability, the Metro/Helpline Youth Counseling Outreach teams worked diligently with the family's intensive case management services manager to secure a tenant-based housing voucher through Housing for Health to transition the family from temporary housing to a new apartment. Finally, the team assisted with the lease signing and transported the family and their belongings to their new home, working with the onsite intensive case management services manager to ensure the family had the supports they needed to transition smoothly into permanent housing. The family expressed relief and hope as they settled into their new apartment, saying *"Me da mucho gusto que todavia hay buena gente para ayudar a la gente"* or "I am very happy that there continues to be good people that help people." Through collaboration, compassion and dedication, Housing for Health and its partner organizations helped improve the quality of life for the Pirir family, doing whatever it takes to support this family on their housing journey.

Perseverance and Creativity Pay Off

Ushun Riley grew up in the San Fernando Valley with his grandparents. After their passing, he was left alone and soon became homeless, encountering challenges as a result of severe hearing loss.

In fall 2023, a Metro/Housing for Health multi-disciplinary outreach team met Ushun at the Chatsworth station. After experiencing homelessness for such a long time, Ushun expressed that he wanted to enroll in a program at Los Angeles Family Housing. However, because of the challenges associated with hearing loss, Ushun and the outreach staff initially struggled to communicate with each other.

With a strong problem solving attitude and the use of technology, the team found a way to communicate little by little. Communication between Ushun and his outreach team improved which helped get Ushun's documents in order.

The challenges weren't over, however. When Ushun went to obtain other necessary documents at the Social Security office, the bank and other places, he encountered familiar obstacles in communicating with the onsite staff. However, through creativity, and perseverance and extra support from the LA Family Housing team, Ushun was able to obtain all the documents necessary for him to transition into permanent supportive housing.

At the end of June 2024, Ushun received the keys to his own home in Canoga Park. After getting settled, he's made sure to revisit all of the places where he received support to share the good news that he now has a permanent home!



Through creative problem solving and a "whatever it takes" approach, Ushun - (pictured right) with Maribel Paniagua (pictured left) from the LA Family Housing team- moved into his new permanent home in June 2024 .

Housing for Health Program Updates



Gregory Talley, (pictured left) with HPU Housing Program Manager Douglas Hernandez (pictured right), received prevention services through the Homelessness Prevention Unit that stabilized his housing and increased his access to other available resources.

Homelessness Prevention Unit (HPU)

The Homelessness Prevention Unit (HPU) is a proactive, data-driven program launched in July 2021 to identify clients at high risk of experiencing homelessness. Clients are identified through predictive modeling by UCLA's California Policy Lab. HPU staff work with clients over four to six months to help stabilize their housing and improve their overall health. The program also provides flexible financial assistance that can pay for rent, utility payments, vehicle repair, and debt resolution. Individuals and families are also linked to health and mental health services, substance use treatment, benefits advocacy, legal aid, employment assistance, and education.

Throughout the reporting period, the Homelessness Prevention Unit completed a significant expansion, growing to a team of 40 staff that includes an outreach team, a linkage program manager, and 20 case managers serving both individuals and families. With the program's expanded capacity, the unit has reached the ability to serve up to 300 clients at any given time and has increased the number of connections to supportive services per client. The unit also achieved an all-time high housing retention rate for HPU clients at the conclusion of their participation in the program. Nearly 90% of clients were still in their housing at the time of program exit, demonstrating the effectiveness of the unit's work in preventing participants from becoming homeless.

OUTCOMES >>

Reporting Timeframe: January 1, 2024-June 30, 2024

- **416 households served**
- **89.1% of HPU clients retained housing or transitioned to other permanent housing at program exit**

Street-Based Engagement

Housing for Health partners with community providers across LA County to deliver street outreach to people experiencing unsheltered homelessness with complex medical behavioral health needs. Multi-Disciplinary Teams (MDTs) are comprised of clinicians including physical health, mental health, and substance use, as well as staff with lived experience and case managers. The teams build relationships with people experiencing unsheltered homelessness to quickly and compassionately bring unhoused people indoors. MDTs partner with City of Los Angeles, other cities and jurisdictions, LA County departments, LAHSA, the CEO Homeless Initiative, Metro other stakeholders to conduct street outreach and to support Inside Safe and Pathway Home encampment resolution operations.

These collaborative efforts lead to thousands of individuals experiencing unsheltered homelessness getting linked to supportive services, interim housing, and permanent housing. As a result of a recent expansion in the MDT program, an increased number of MDTs were able to cover more territory and utilize more refined deployment maps to align resources more accurately with current needs and priorities.



Simmi Ghandi, Street Medicine Provider, with Homeless Health Care Los Angeles provides medical care to a Skid Row resident.

OUTCOMES »

Reporting Timeframe: January 1, 2024-June 30, 2024

Overall MDT Efforts

- **11,218 clients received a direct service or service**
- **2,269 clients were connected to interim housing**
- **647 clients were linked or placed into permanent housing**

Encampment Resolution Efforts

- **24 Inside Safe and Pathway Home encampment resolution operations**
- **16 Service Connect events received full Mobile Clinic services**
- **Approximately 550 individuals were served during encampment resolution efforts**



LA County DHS Nurse German Garcia delivers care to a Mobile Clinic patient at a Service Connect event on September 20, 2023.

Mobile Clinic

Housing for Health launched LA County’s first-ever fleet of mobile clinics on wheels in 2022 to bring comprehensive health care to unsheltered people experiencing homelessness throughout the County. Mobile clinics provide comprehensive health services and address unmet primary care, urgent care, psychiatric care, mental health, sexual health, substance use, harm reduction, and other health related needs of patients. The mobile clinic program works closely with the Housing for Health Multi-Disciplinary Teams and receives referrals from the teams for patients with complex medical and behavioral health needs. Mobile clinics practice in partnership with other LA County departments, cities, outreach teams, faith-based organizations, homeless service providers, and other community-based agencies.

Throughout the reporting period, the four mobile clinics delivered services at 68 regularly scheduled sites located throughout all eight Service Planning Areas in LA County. The mobile clinics also supported 16 Service Connect events, linking medically vulnerable patients to primary and specialized care. The mobile clinics continue to focus on improving the health of individuals that experience homelessness through exceptional care that is compassionate, inclusive, and welcoming.

OUTCOMES »

Reporting Timeframe: January 1, 2024-June 30, 2024

- **1,433 unique patients served by the mobile clinic program**
- **3,128 total encounters recorded by the mobile clinic program**



Brothers Ray and Kenneth Coville obtain interim housing together during a Pathway Home operation.

Interim Housing

The Interim Housing program helps people experiencing homelessness move safely inside and connect with services and permanent housing. HFH Interim Housing serves individuals with complex medical and behavioral health conditions. The Interim Housing Clinical Support Program, comprised of occupational therapists, registered nurses, and patient relations representatives, provides expert training and technical assistance to interim housing operators and direct services to high-need interim housing participants.

During the reporting period, Housing for Health's Interim Housing program continued to support Pathway Home, a county-led encampment resolution effort to address unsheltered homelessness, by launching five interim housing projects with integrated supportive services. Additionally, Housing for Health partnered with the JWCH Institute to open a Safe Landing site on the first floor of Skid Row's Cecil Hotel. The Cecil Hotel functions as a triage location with 25 recliner beds to temporarily shelter, assess, and support people experiencing homelessness as alternative facility placements are arranged. In collaboration with DMH and LAHSA, the Interim Housing program also launched the Skid Row Access Center in March 2024. Outreach teams can accompany individuals from Skid Row to the center to immediately begin working on a plan to transition them into the appropriate interim housing setting.

OUTCOMES

Reporting Timeframe: January 1, 2024-June 30, 2024

- **4,209 interim housing clients served**
- **188 days: average length of stay among all interim housing participants**
- **530 clients, or 23% of interim housing exits, placed in permanent housing**



The Lamp Lodge makes more than 80 permanent housing units available through the Flexible Housing Subsidy Pool in Downtown Los Angeles' Skid Row neighborhood.

Flexible Housing Subsidy Pool

The Flexible Housing Subsidy Pool (FHSP) is a fiscal and contractual tool that enables Housing for Health and its partners to scale housing options. The “Flex Pool” combines various revenue sources to create housing options, cover local rent subsidies, and offer participants mobility if their housing needs change. The FHSP also helps facilitate engagement with landlords and housing developers so that Housing for Health can respond quickly to the needs of vulnerable people experiencing homelessness. The program is administered by Housing for Health’s nonprofit partner, Brilliant Corners.

During this reporting period, the Flexible Housing Subsidy Pool increased the number of project-based units secured through a Master Rental Subsidy Agreement. Growing by 29%, the Flex Pool added 495 units to the portfolio for a total of 2,224 project-based units. The Flexible Housing Subsidy Pool anticipates adding an additional 551 project-based units in Fiscal Year 2024-2025. In the first half of the 2024 calendar year, the team continued to prioritize increasing the number of tenant-based unit acquisitions, improving unit listings, and streamlining the lease-up process.

OUTCOMES >>

Reporting Timeframe: January 1, 2024-June 30, 2024

- **6,224 households housed through the Flex Pool**
- **1,380 households newly housed**



Mike Juma, center, speaks with Los Angeles Times reporter Ruben Vives (pictured right) and photographer Genaro Molina (pictured left) in his permanent supportive housing unit at the Weingart Center.

Permanent Supportive Housing

Permanent Supportive Housing (PSH) is an evidence-based intervention that ends homelessness for vulnerable people with complex health conditions by pairing housing subsidies and supportive services. Housing for Health matches people to housing subsidies and intensive case management services (ICMS), which are delivered by community-based providers. Intensive services are supplemented with the wraparound support of in-home caregivers that bridge to In-Home Supportive Services, field-based medical support by DHS, specialty mental health care from the Department of Mental Health, and substance use services funded by the Department of Public Health- Substance Abuse Prevention and Control. Integrating these services promotes housing retention and improves individuals' health and overall wellbeing.

The Permanent Supportive Housing Clinical Support Program includes DHS nurses, occupational therapists, community health workers, and providers and patient relations representatives who provide additional support to permanent supportive housing residents who have complex clinical conditions. DHS partners with the Department of Mental Health and Department of Public Health – Substance Abuse Prevention and Control to provide the Integrated Services Program to permanent supportive housing residents.

Throughout the reporting period, the PSH team prepared to implement a 15% increase in intensive case management services reimbursement rates (effective July 2024). The team also worked to create a pathway for vulnerable people to receive needed intensive services and wrap around support prior to being matched with a housing resource, or pre-match ICMS. The PSH team continued to work closely with the managed care plans to ensure people were approved for CalAIM-funded housing case management. CalAIM, the state's Medicaid waiver, allows LA County to continue to expand permanent supportive housing capacity.

OUTCOMES >>

Reporting Timeframe: January 1, 2024-June 30, 2024

- **21,553 individuals throughout LA County received ICMS**
- **1,514 individuals newly housed in PSH and received ICMS**
- **92% of PSH participants retained housing for 1 year**
- **85% of PSH participants retained housing for 2 years**

Enriched Residential Care

The Enriched Residential Care program provides housing placements for individuals who require ongoing assistance, have complex physical or behavioral health conditions, and are not able to manage their health care needs or Activities of Daily Living (ADLs) without additional support. Participants referred to enriched residential care are often discharged from an inpatient hospital, living in an unsheltered setting, or living in housing that lacks the higher level of care that they require to be safe. Participants are placed in licensed residential care facilities (commonly known as “Board and Cares”) that provide around the clock staffing, care and supervision, and assistance with ADLs.

The Enriched Residential Care Clinical Support Program includes medical case workers, registered nurses, occupational therapists, social workers, and providers and patient relations representatives working collaboratively to support client stabilization and transitions. The medical case workers provide client case management that is supplemented by additional support from nurses, occupational therapists, and social workers. Clinical support is provided to stabilize clients in facilities and to support clients to gain the independence to transition to permanent supportive housing.



Jose Escobar, pictured right, is a resident of Whitten Heights Enriched Residential Care Facility. He is receiving medication from Medical Technician, Leticia Ocampo, left.

Housing for Health’s Enriched Residential Care program continued to work with the LA County Aging and Disabilities Department and the Home Safe program to support clients in Adult Protective Services who were at risk of or experiencing homelessness. During the reporting period, Housing for Health reached full capacity in utilizing Home Safe resources for ERC participants and continues to expand capacity for individuals who require care and supervision in enriched residential care facilities using Care First and Community Investment (CFCI) resources.

OUTCOMES

Reporting Timeframe: January 1, 2024-June 30, 2024

- **1,173 individuals were served in enriched residential care facilities**
- **199 individuals were newly placed into enriched residential care facilities**



Danny, Pictured right, receives care from DHS Nurse Practitioner Lynda Stack, pictured left, at Housing for Health's Star Clinic on Skid Row.

Star Clinic

Located in the heart of Skid Row, the Star Clinic is a patient-centered medical home that specializes in the care of unhoused and previously unhoused patients, all of whom require a special touch from compassionate, trauma-informed healthcare providers. The clinic acts as a hub of clinical services and specializes in serving patients with complex physical and/or behavioral health issues who suffer high rates of morbidity. The clinic also provides easy access to medical care for Housing for Health clients residing in nearby interim and permanent housing. Star Clinic provides Enhanced Care Management services to roughly 250 patients as part of CalAIM, offering intensive phone and field-based support and coordinating care with countless inpatient teams to improve patient transitions of care into interim and permanent housing.

OUTCOMES

Reporting Timeframe: January 1, 2024-June 30, 2024

- **2,653 unique patient encounters by Star Clinic staff providing primary and urgent care services**
- **250 patients enrolled in the Enhanced Care Management (ECM) program**
- **3,483 encounters with ECM participants**

Countywide Benefits Entitlement Services Team

The Countywide Benefits Entitlement Services Team (CBEST) helps unhoused people, individuals at risk of homelessness, veterans, and formerly incarcerated people apply for public benefits, including Supplemental Security Income, Social Security Disability Insurance and Cash Assistance Program for Immigrants. CBEST consists of dedicated benefit advocates, clinicians, and legal and social service partners who provide wraparound services to support successful disability benefit connections.

During this reporting period, CBEST began winding down Benefits Advocacy Services contracts with longstanding non-profit agency partners as state funding that supported benefits advocacy decreased. CBEST clients in need of additional supports are now referred to Intensive Case Management Services (ICMS) funded through CalAIM Community Supports and Measure H. Throughout this transition, services to CBEST participants remained high and on target with past fiscal years.



Martha, pictured left, receives assistance from Dora Pilcher, pictured right, a CBEST Assistant Health Program Coordinator.

OUTCOMES >>

Reporting Timeframe: January 1, 2024-June 30, 2024

- **7,551 individuals served in CBEST**
- **1,830 benefits applications submitted**
- **82% approval rate for benefits claims**
- **\$1,163 average monthly award**
- **\$3,876,678 awarded in retroactive back pay**

Appendix A: Capital Improvement Intermediary Program Project List

No.	Project & Project Sponsor	Supervisory District Location	Project Type/ Est. Capacity	Population Served	Current Status	Estimated Cost/ Est. Completion
Projects In Progress						
1	WLA Armory DHS	SD3	Interim Housing 171 Beds	Single Adults and Couples	Pre-development including architectural and professional services	\$437,000 TBD
2	Santa Fe Springs The Whole Child	SD4	Interim Housing 40 Units / 120 beds	Families	Construction	\$7,317,562 November 2024
3	Willow Tree Inn The People Concern	SD2	Permanent Housing 100 Units / 100 beds	Single Adults	Construction	\$19,552,000 March 2025
Completed Projects						
4	Santa Clarita BTH Bridge to Home	SD5	Interim Housing 80 Beds	Families and Single Adults	Completed	\$3,260,000 April 2024
5	Jovenes Housing Jovenes	SD1	Permanent Housing 8 Units	Transition Age Youth	Completed	\$300,000 July 2023
6	Safe Landing Exodus	SD2	Clinically Enhanced Interim Housing 172 Beds	Single Adults and Couples	Completed	\$36,271,448 January 2023
7	Tropicana Motel HOPICS	SD2	Interim Housing 40 Units/120 Beds	Families	Completed	\$45,000 June 2022
8	628 San Julian (Oasis) JWCH	SD1	Recuperative Care 40 Beds	Women	Completed	\$7,838,241 December 2021
9	Covenant House Covenant House	SD3	Interim Housing 18 Beds	Transition Age Youth	Completed	\$500,000 August 2021
10	Figueroa HOPICS	SD2	Interim Housing 15 Units / 45 beds	Families	Completed	\$43,160 April 2021
11	Long Beach HOPICS	SD2	Interim Housing 18 Units / 54 beds	Families	Completed	\$44,780 March 2021
12	Canoga/The Willows LA Family Housing	SD3	Interim Housing 70 Beds	Single Adults and Couples	Completed	\$8,032,346 February 2021
13	Paloma/The Lotus Home at Last	SD1	Interim Housing 119 Beds	Single Adults	Completed	\$6,750,826 December 2020
14	North Long Beach City of Long Beach	SD4	Interim Housing 125 Beds	Single Adults and Families	Completed	\$3,400,000 September 2020
15	VOALA VOALA	SD2	Interim Housing 45 Beds	Single Adults	Completed	\$500,000 August 2020
16	51st Street Motel HOPICS	SD2	Interim Housing 18 Units / 54 beds	Families	Completed	\$53,668 August 2020
17	Santa Fe Springs Salvation Army	SD4	Interim Housing 24 Beds	Women	Completed	\$850,000 July 2020
18	Kensington Lancaster The People Concern	SD5	Interim Housing 156 Beds	Single Adults	Completed	\$6,661,000 July 2020
19	Sylmar Armory/The Arroyo LA Family Housing	SD3	Interim Housing 85 Beds	Women	Completed	\$7,781,341 June 2020
20	Bellflower Homeless Shelter City of Bellflower	SD4	Interim Housing 60 Beds	Single Adults and Couples	Completed	\$1,500,000 May 2020
21	627 San Julian (FRAC) The People Concern	SD1	C3 Day Center 300 Visits Per Day	Single Adults	Completed	\$4,309,128 May 2020
22	Pomona City of Pomona	SD1	Interim Housing 200 Beds	Single Adults	Completed	\$3,800,000 April 2020
Discontinued Projects						
23	Bell Shelter JWCH	SD4	Recuperative Care 100 Beds	Single Adults	Discontinued	\$50,000 N/A
24	Virginia Road HOPICS	SD2	Interim Housing 15 Beds	Families	Discontinued	\$50,015 N/A
25	Mount Moriah Housing Development Mount Moriah Baptist Church	SD2	Permanent Housing 6 Units	Single Adults	Discontinued	\$263,430 TBD
Other Projects						
26	LA Motel Brilliant Corners	SD2	Interim Housing 35 Beds	Single Adults	Construction	\$883,575 TBD

HOUSING
— FOR —
HEALTH