HOMELESS POLICY DEPUTIES MEETING AGENDA

<mark>**MEETING PARTICIPANTS AND MEMBERS OF THE PUBLIC
WILL NEED TO CALL INTO THE MEETING**</mark>

Date: Thursday, November 9, 2023

Time: 2:00 PM

Microsoft Teams Link: **Click here to join the meeting**

Teleconference Number: +1 323-776-6996,,214215956#

	AGENDA ITEM	LEAD
I.	Welcome and Introductions	Ivan Sulic, Fourth District
II.	Homelessness Emergency Response Update	Cheri Todoroff, Executive Director, CEO-HI Carter Hewgley, Senior Manager, CEO-HI
III.	Interim Housing Outreach Program (IHOP) Update	Vanessa Evans, Housing for Health Clinical Director of IHOP, Department of Health Services Yanira Lima, Division Chief, Systems of Care, Department of Public Health-Substance Abuse Prevention & Control La Tina Jackson, Deputy Director, Countywide Engagement Division, Department of Mental Health
IV.	Interim Housing Cost Study	Nichole Fiore, Principal Associate, Abt Associates Adam Travis, Associate, Abt Associates Cheri Todoroff, Executive Director, CEO-HI
V.	Public Comment*	

* Public Comment is limited to one minute. Those interested in speaking should raise their hand on Microsoft Teams and unmute once called upon by the Chair. Those on their phones should press *5 to raise their hand and *6 to unmute.

NEXT MEETING: DECEMBER 14, 2023

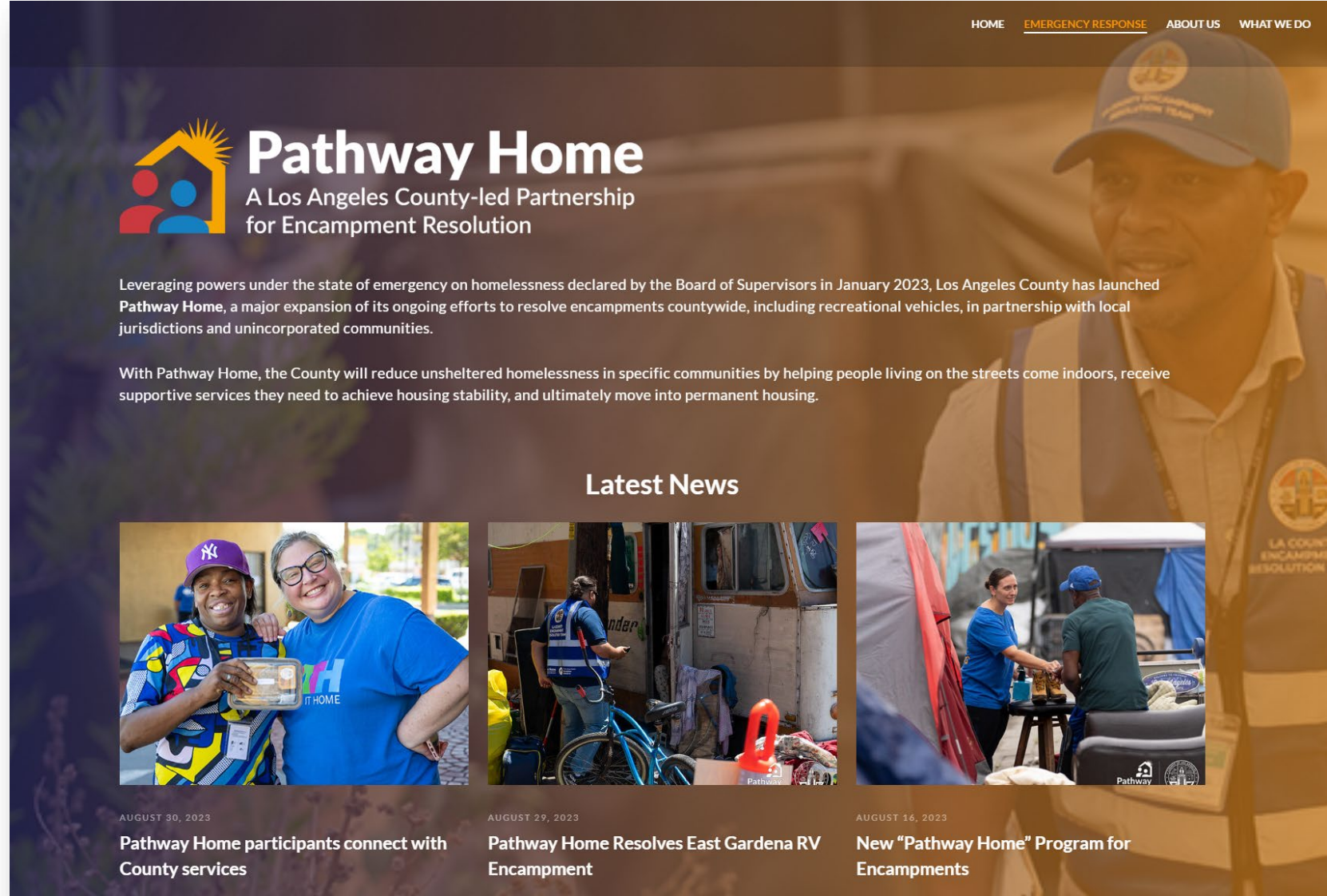# What's next for Pathway Home?

Service Connection Events:
- ❑ City of Los Angeles (SD1) (11/6)
- ❑ City of Los Angeles (SD1) (11/15)
- ❑ City of Los Angeles (SD3) (11/30)

Resolutions in the Response Phase:
- ❑ Unincorporated East Gardena (SD2)
- ❑ City of Pomona (SD1) (11/13)
- ❑ Tropical Storm Hilary Evacuees (SD1)

Resolutions in the Planning Phase:
- ❑ City of Lynwood (SD4)
    - ❑ Metro Partnership
- ❑ City of Azusa (SD1)
    - ❑ Metro Partnership
- ❑ City of Compton (SD2)
- ❑ City of Santa Monica (SD3)
- ❑ City of Lancaster (SD5)

Support for Inside Safe

Phase	Status (30 Total Operations)	County Support Includes
Planning	<u>9 operations we are collaboratively planning:</u> • 3 operations in SD1 (one in DEC) • 3 operations in SD2 in (one in NOV) • 1 operation in SD3 • 1 joint Pathway Home operation with no date in SD4 • 2 operations in SD5 (RV-focused op in NOV/DEC)	• Coordination and Planning Support from CEO-HI • Jurisdictional Mapping support from DPW • Outreach/Engagement Support from DHS's MDT Teams • Collaborative resource-sharing conversations when encampment is split across jurisdictional boundaries
Response	<u>1 operation this week in SD1:</u> • Four zones in Westlake (CD1) • PATH is the interim housing provider at one site • DMH-HOME on site to de-escalate and connect people to care	• MDT Teams are often the lead Outreach providers for the operation • MDT teams do harm reduction and overdose reversals if needed • Measure H Funded Providers are usually the leads for interim housing • DMH, DHS, and DPH are always on standby for unmet needs where HOME teams or Mobile Clinics may be requested by the MDT team • DPW does debris and property removal when County property is involved
Stabilization	<u>29 operations in the stabilization phase:</u> SD1: 4 Operations (2-239 days in) SD2: 9 Operations (104-282 days in) SD3: 11 Operations (36-309 days in) SD4: 1 Operation (161 days in) SD5: 3 Operations (244-323 days in)	• DHS mobile clinic can visit motels to ensure continuity and connection to care • Interim Housing Step-by-Step Guide • Guide to Accessing County Services for Inside Safe sites (DRAFT) • Deploying Interim Housing Support teams as available/requested • Connecting residents to mainstream benefits • Participating in Service Connection Events • Collaborating with interim provider on referrals to higher levels of care
Mitigation	7 Service Connection Events Held, 7 being planned	• MDT teams continue to conduct outreach at targeted sites to engage residents and get them into care and safety • The County may install fencing in flood control and fire danger zones

Pathway Home: RV Focused Operation Update

- Second RV Pathway Home operation took place on **11/6/23 – 11/8/23** in unincorporated East Gardena/West Rancho Dominguez.

- Successfully **placed 72 people into interim housing** – including 1 family with children along with 28 pets/service animals.
  - This latest operation raises the total number of people brought into hotels and motels up to 186 since Pathway Home launched on August 9th.

- **Removed 41 dilapidated/unsafe RVs** being used as makeshift dwellings, totaling the County's RV-focused operations to 112 RVs taken off the streets.

Thank you.
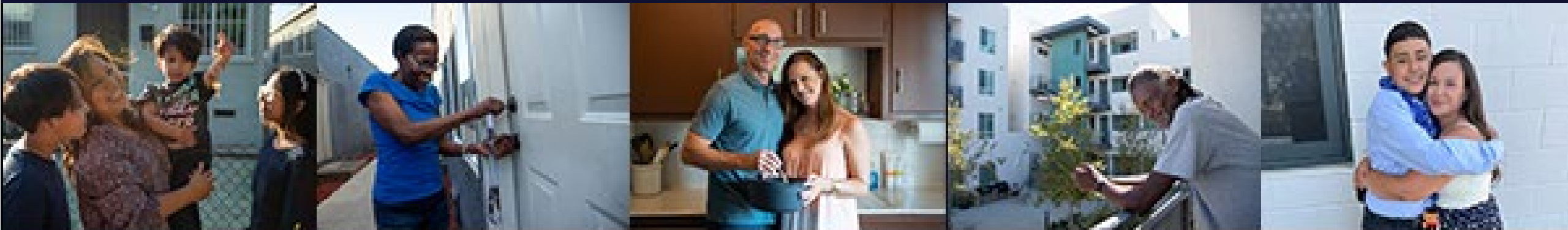
County of Los Angeles

Homeless Initiative

Interim Housing Outreach Program (IHOP)
A Cross-Agency Collaborative Between DHS, DMH and DPH

Presenters:

- **Vanessa Evans**, NP, IHOP Clinical Director, Dept. of Health Services-Housing for Health

- **La Tina Jackson**, LCSW, Deputy Director, Countywide Engagement Division, Dept. of Mental Health

- **Yanira Lima**, Division Chief, Systems of Care, Dept. of Public Health- Substance Abuse Prevention & Control

Goals for Today's Session

1. **Review IHOP Initiative**

2. **Provide Implementation Update**

3. **Discuss Next Steps**

IHOP: A Collaborative Approach

- IHOP is a joint initiative of CEO-Homeless Initiative

- Operated by Department of Health Services (DHS), Department of Mental Health (DMH), and Department of Public Health, Substance Abuse Prevention and Control (DPH-SAPC)

- Funded by HHIP and MHSA state dollars
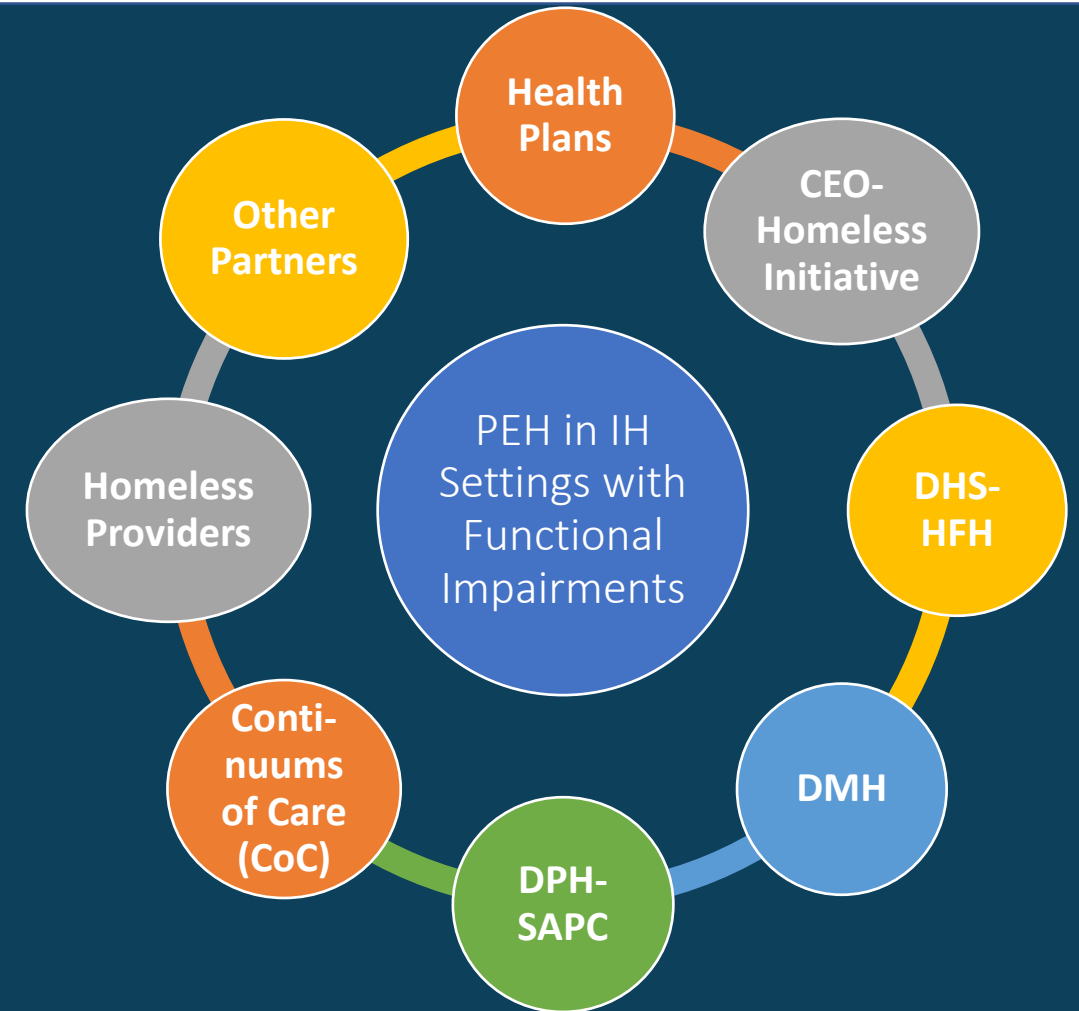
Program Overview

Mission

With the mission of sustaining health and housing stability now and in the future, the Interim Housing Outreach Program provides support to interim housing clients with complex needs and to the staff serving them.

Vision

Creating a future of good health and housing through trusting partnerships, creative problem solving, and hope.

Primary Program Goals

To provide services to clients with functional deficits due to unaddressed physical/behavioral health needs

To provide interim housing programs with training and technical assistance to better support clients with functional deficits

To identify ways to impact policy, funding, and resource issues to better care for our target population in the future

IHOP Services Overview

Field-based assessment teams to support screening and referring

Access to behavioral health services (including mental health and SUD)

Referral and placement of caregiver support for those needing ADL/iADL support

Referral into other housing settings that meets the person's ADL needs

Referral to housing navigation/ICMS to support permanent housing journeys

Referral to CBEST for SSI/SSDI/CAPI

Shelter training and assistance to improve care for clients with functional deficits

Group and individual treatment for mental health & substance use disorders

Implementation Update

IHOP Program Timeline

- **April 2023:** LA Care and Health Net awarded HHIP funding to DHS

- **June 2023:** DMH awarded MHSA Intervention Funding

- **August 2023:** All department meeting with interim housing funders, directors & program managers

- **August 2023 to Present:** Establishing logic model and program outcomes

- **November 2023:** Program implementation in SPA 4 & 6 and DHS hires 70% of field-based program staff

Current Progress

- Program evaluator identified

- DPH is developing draft Statement of Work for MOU

  with DMH

- Environmental assessments of interim housing sites in preliminary SPAs are underway

- Initial sites & IHOP champions identified

- DPH CENS providers will support DHS teams part-time until full implementation

DMH Service Offerings

Goal:

To identify and support clients with functional impairments by providing access to high-quality, real-time behavior and mental health support, education, and treatment.

- Outreach & Engagement

- Behavioral Health Assessment

- Medication Support

- Individual and/or Group Rehabilitation

- Connection to the appropriate level of longitudinal care

- Dedicated Psychiatric Crisis Support

DPH Substance Abuse & Prevention Control Offerings

Substance Use Education

- Individual and Group
- Specific curriculum focused on overdose and prevention for those at-risk of SUDs

Harm-Reduction Support

- Naloxone and Fentanyl Test Strips, Syringe Services

Outpatient Substance Abuse Treatment

- Individual and Group

Residential Substance Use Disorder Treatment

- Dedicated beds to population with Co-Occurring Disorders
- Supporting psychiatric social workers

Medication Assisted Treatment and/or Ambulatory Withdrawal Management

- Methadone

Goal:

To identify and support clients who could benefit from substance use disorders services by providing access & linkages to high-quality, real-time substance use support, education, outreach, engagement, and treatment.

Health Services LOS ANGELES COUNTY

Homeless Initiative

COUNTY OF LOS ANGELES Public Health

LOS ANGELES COUNTY DEPARTMENT OF MENTAL HEALTH hope. recovery. wellbeing.

DHS Housing for Health Service Offerings

Goal:

To identify and support clients who have functional deficits by increasing function and safety within their current environments while assisting with transitions to service-enriched housing and higher levels of care, as appropriate.

- PEH in Interim Housing Settings
- In Home Care Giving/In Home Supportive Services (IHCG/IHSS)
- Enriched Residential Care (ERC)
- Interim Housing Stabilization
- Interim Housing Recuperative Care
- Countywide Benefits Entitlements Services Team (CBEST)
- Intensive Case Management Services (ICMS)
- Linkage to Medi-Cal Managed Care Plans (MCP)
- Medi-Cal Reactivation
- Durable Medical Equipment (DME) Support

Next Steps...

Next Steps...

- **November 2023:** DHS will implement IHOP in SPAs 4 & 6

- DMH & DPH to provide linkage to existing services until full program staffing/implementation

- **12/19 BoS Meeting:** MHSA Innovations funding will be added to the DMH budget during Mid-Year Adjustment

- DMH will contract with Independent Evaluator via Homeless Emergency Delegated Authority

- **January 2024:** DMH will utilize 13.04 authority to hire staffing for SPAs 4, 6 & Central Triage

Next Steps...

- **January 2023:** DPH/DMH are establishing MOU for program implementation

- **January 2023:** Contract finalization with independent evaluator

- **Late January/early February 2023:** DMH & DPH will deploy IHOP staff in SPAs 4 & 6

- **November 2023 & Onwards:** Stakeholder focus groups to better assess impact & service gaps

Next Steps…

IHOP Roll Out in SPAs 2, 8, 7, 3, 5, 1 and Continuous Quality Improvement

Los Angeles County - Estimated Interim Housing Inventory by SPA

	Existing Sites	Existing Beds	Pipeline Sites	Pipeline Beds	Total Sites	Total Beds
SPA 1	9	278	1	38	10	316
SPA 2	35	2,787	1	148	36	2,935
SPA 3	11	487	2	132	13	619
SPA 4	64	5,013	3	239	67	5,252
SPA 5	19	525	-	-	19	525
SPA 6	43	3,211	3	400	46	3,611
SPA 7	15	932	1	80	16	1,012
SPA 8	24	1,143	-	-	24	1,143
Total	220	14,376	11	1,037	231	15,413

Questions?

Purpose of Cost Study

- In recent years, homeless service providers have expressed concerns to public funders that the cost reimbursement rates—that is, the funding per bed they receive for providing Interim Housing (IH) to people experiencing homelessness—are inadequate.

- In response to this feedback, LAHSA, DMH, DHS, and County HI, engaged Abt Associates to conduct a cost study on the IH portfolio across Los Angeles County.

- This presentation discusses the high-level findings from the IH Cost Study.

Agenda

- Interim Housing in Los Angeles County

- Scope of Research

- Data Administration Activities

- Key Findings

- Questions/Answers

Interim Housing in Los Angeles

- Interim Housing (IH) is mostly funded by the public agencies that coordinate and operate the homeless service system.

- Public agencies fund more than 300 distinct IH sites across Los Angeles County with more than 16,000 IH beds operated by approximately 100 homeless service providers and other community organizations. (Data as of Nov 2022)

- IH sites can be funded by multiple contracts (from the same funder) and multiple funders.

- The scope of required services for IH providers varies by funder and bed type.

- More than 10 different bed types/contract types were included in this study.

Scope of Research

- Primary research question:

    – *How much does operating interim housing cost across Los Angeles County?*

- The Abt team worked with the public funders to select 125 IH sites serving diverse populations in different service providers areas (SPAs) to participate in a survey that collected detailed information about the IH operations and costs across several expense categories.

- In addition to reporting specific costs, providers were also asked about whether their bed rates were sufficient to cover the costs of operating the IH sites.

- The Abt team then conducted telephone interviews with 16 providers who represented a diverse set of IH sites to obtain a deeper understanding of the drivers affecting overall costs for IH.

Data Administration Activities

- The Abt asked IH providers to report cost data for either the past two fiscal years or calendar years.

- The Abt held three webinars for providers to learn about the study, the cost data collection approach, and how to complete the online survey.

- The Abt team administered the survey for eight weeks, sending weekly communications to providers reminding them about the survey and offering support from the Abt team to complete the survey.

  - Upon survey completion, a 78 percent response rate was achieved (i.e., providers from 98 of the 125 sites completed the survey).

Data Administration Activities

Cost Categories:

Housing	Program Supplies	Client Supports	Staffing	Administration
Rent or Mortgage Cost Property Insurance Property Taxes Utilities Building/Outdoor Area Maintenance Other(s)	Furniture Linens Program Supplies Food Agency Vehicles Parking Office supplies Other(s)	Housing Placement Expenses Clothing Transportation Program activities Education and Employment related expenses Client cash assistance Other(s)	Staffing at this Interim Housing site Benefits Other expenses (e.g., training)	Executive/Admin staff (includes executive director, development team, accounting, etc.) Agency operating overhead (audits, reporting, misc. office expenses, payroll taxes) Indirect or allocated costs

Key Findings

Cost Overview

- In 2022, the median per bed night cost was just over $109.

- However, the median costs varies based on site characteristics (i.e., housing type, site ownership status, SPA, population served, funder and bed type.)

Bed Night Costs by Funder

Funder	Median
LAHSA	$83.41
DHS	$148.41
DMH	$93.68

Cost Drivers

- The biggest driver of IH costs is staffing, about half of all reported costs.

  - Across Los Angeles County, homeless service providers face significant staffing issues, with constant turnover among staff and vacancies that are challenging to fill. The reported staffing costs are most likely less than what providers would incur if they were fully staffed.

- The next largest category is the cost of the housing, at about 20 percent of reported costs.

Measure	Median
Housing (%)	14%
Supply Costs (%)	8%
Support Costs (%)	0%
Staffing Costs (%)	52%
Admin/Overhead (%)	12%

Cost by Interim Housing Site Characteristics

- **Size:** The estimates suggest that small IH sites (1-20 beds) incur higher bed-night costs as compared to medium IH sites (21-50 beds) or large IH sites (51+ beds).

- **Ownership:** Sites that reported no rent or mortgage costs tended to have lower bed-night costs than sites that reported paying rent for their space.

- **Housing type:** The estimates for housing type show higher median costs for congregate and semi-congregate IH than for non-congregate, but the average costs are higher for non-congregate.

Funding Gaps

- 71% of sites in our sample reported that bed rates do not fully cover the costs of providing IH.

- The average gap between costs and bed rates was over $77, and the median funding gap was over $36.

  - 26% reported funding gaps ranging from $1 to $49.
  - 9% reported funding gaps ranging from $50 to $99.
  - 36% reported funding gaps equal to or exceeding $100.

- Many providers are closing funding gaps at least in part by applying for grants from non-government sources (i.e., philanthropy, private donors).

Learnings

- Interim housing costs have increased significantly in recent years, but funding has not changed.

- Site budgets do not reflect cost of living wage increases and other increases that reflect inflation.

- Budget challenges are impacting providers' ability to retain staff because they cannot afford to pay them living wages.

- To move toward a more equitable homeless service system, there needs to be transparency in the funding formula that creates IH bed rates.
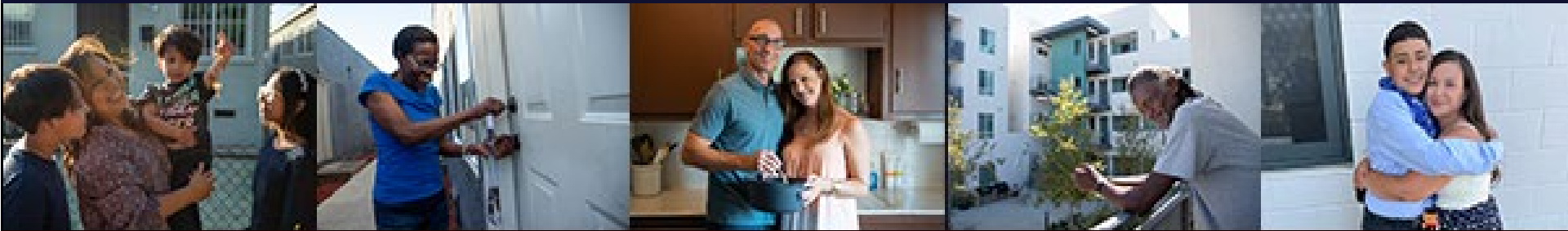
Next Steps

- CEO-HI, in coordination with LAHSA, DHS and DMH have been meeting to discuss report findings and potential solutions to address the funding gaps in Interim Housing bed rates.

- Because some of LAHSA's County-funded Interim Housing providers are uniquely burdened by low bed rates, CEO-HI and LAHSA are assessing a two-step approach to provide financial relief to providers experiencing the most significant funding gaps that could include an initial adjustment in the current fiscal year.

- DHS and DMH are considering the findings of the report with rate adjustments being considered for FY24-25.

Next Steps

- **Upcoming Engagement Session with Providers**
  - Scheduled for November 15, 2023 from 10:00 – 11:00AM
  - Providers will be presented with report findings and have an opportunity to provide feedback
  - This will be the first of ongoing engagement to develop a new cost rate formula

- **Providers will have further opportunities to participate in the development of the new formula.**

Questions

County of Los Angeles

Homeless Initiative