



Office of Care Coordination Newsletter JANUARY 2018



Great Progress in 2017 and Optimism for 2018

by Susan Price, Director of Care Coordination

Building an integrated System of Care takes time and our progress has been steady through 2017. I am optimistic that 2018 will be a great year for the delivery of key strategic investments, including:

- An upgrade to the Homeless Management Information System (HMIS) software to include live bed management;
- A reboot of the Coordinated Entry System (CES) to promote regional resource hubs that improve coordination, ensuring more appropriate and timely interventions for individuals and families;
- Completion of the full multi-service center and 200 beds at the Bridges at Kraemer Place; and
- Development of the Anita Drive program, filling a critical need for crisis stabilization, mental health and addictions treatment.

The Courtyard Transitional Center and Whole Person Care pilots are working well together with the health care system to provide an appropriate level of care for chronically homeless people with

disabling conditions who are high utilizers of the emergency medical system. The Collaborative Courts are operating at full capacity, working together with law enforcement entities to connect people to re-entry and recovery programs. Together we are mobilizing key stakeholders in health care, law enforcement, and city and county governments to work together better, align our efforts and become more effective in addressing what has become the number one issue for Orange County: solving homelessness.

The Courtyard Transitional Center has played a key role in creating a climate for change in Orange County. This bus terminal turned transitional center started as a response to a crisis: the civic center encampment of more than 450 homeless people in the county seat of government. From its inception, the Courtyard Transitional Center has created a space where community has come together to support the center with food, supplies, recovery services and housing placements that have elevated what is possible in Orange County when we work together. Daily intakes at the

Courtyard Transitional Center from around the region magnified the gaps in the System of Care and inform our priorities. Medical, mental health, public benefits, employment and housing stabilization all are key priorities as we continue to build and enhance the System of Care.

The regional service planning area meetings have had participation from the majority of the Cities, health care system, law enforcement, housing developers and nonprofit and faith leaders in our County. Coming into 2018, there are permanent housing opportunities emerging, projects in the pipeline and Cities working more closely together and with the County to collaborate and integrate these efforts in new ways.

Locally, the Santa Ana Riverbed encampment has gained significant attention in the news and social media, with some seeking quick solutions and others accountability in public recreational spaces. The Flood Control Channel encampment underscores the fact that there is no one solution for

homelessness. In my role as Director of Care Coordination, I have remained focused on the development of a System of Care, the response to homelessness, by way of responding to these crisis points. Just in the last two years, the County has opened the Courtyard Transitional Center and Bridges at Kraemer Place, opened the seasonal armories early and implemented Whole Person Care Pilots I and II and Mental Health Services Act (MHSA) funded bridge and permanent housing options. We still have work to do with people who have not been interested in assistance for individualized reasons. The County is leading these efforts through OC Health Care Agency Outreach and Engagement and an initiative with City Net to offer services, shelter and housing options to those seeking assistance in areas not meant for human habitation. Due to elevated concerns over the buildup of debris and the need to inspect the flood control facilities the County of Orange has elected to temporarily close a portion of the Santa Ana River Trail to perform necessary environmental remediation, and enforce the hours of operation for the entire Flood Control Channel jurisdiction, for use as a recreational trail.

The demographics of homelessness have changed significantly in the last three years, yet improving our response to these changes has been incremental. Every jurisdiction in the state of California is struggling to meet these emerging systemic challenges. Impacts of legislation, criminal justice reform, mental health and addictions treatment barriers, economic impacts related to wages coupled with availability and affordability of housing are significant systemic challenges that require multi-sector engagement to solve. I am pleased to report that leaders from all sectors are investing across Orange County and its momentum is tangible. The collective impact of our efforts is building across sectors in the County, with contributions from:

- ACC-OC engaging the Cities and hosting a tour of the San Antonio Haven for Hope in mid-January;
- OC Coalition for Mental and Behavioral Health, a newly formed

group, is leading efforts to promote improved mental health and addictions treatment system of care;

- Cities working together to strategize and share resources to expand homeless assistance programs, services and housing;
- OC United Way engaging with the business community in conjunction with the Cost Study released last year; and
- the County departments working together to strengthen the safety net, facilitate work with Cities and provide service to those seeking assistance across the System of Care.

While 2017 was a productive year for engagement and mobilization, I look forward to 2018, a year where our collective efforts will demonstrate diverse stakeholder investment and activity to bring the necessary resources online and remove barriers to income and housing stability. Solutions to homelessness are largely community driven, including partnership between the County and the Cities, working together with housing developers, service providers, and concerned citizens alike. In 2018, it is my hope that we collectively do a better job of messaging our progress and the success we share with those we have housed along the way. It is also my hope that advocacy for homelessness comes in the form of support and contributions for needed resource investments, across every segment of our County. Working together, all things are possible, and as many of you know I am seeking strong collaboration and integration with every group I meet. Special thanks to those of you that have become champions and leaders in this work with unwavering commitment to serve the most vulnerable among us!



Director of Care Coordination Top Ten List for 2018

- 1) Strengthening the ongoing work in Regional Service Planning Areas: North, Central and South
 - Resource Hubs emerge and improve access to income and housing stabilization
- 2) Cities collaborating with neighboring Cities to respond more effectively to homelessness
- 3) Healthcare sector, law enforcement agencies work more closely with mental health crisis and homeless street outreach systems
- 4) Affordable housing development opportunities ensure production while positioning Orange County for future State housing funds
- 5) Incorporate employment programs, social enterprise models to promote community integration
- 6) Improve investments and collaboration to end veterans' homelessness
- 7) Welcome Home Campaign: move-in celebrations for those exiting homelessness
- 8) Remove housing barriers: increase small unit availability with motel conversions, landlord incentives, and eviction prevention programs
- 9) Incorporate data tools to integrate with homeless data system, to improve resource utilization, system performance, outcomes for homeless people in Orange County
- 10) Continue to expand stakeholder engagement, investment and partnerships in solutions that end homelessness, one person at a time

Board of Supervisors' Action

THE STEPPING UP INITIATIVE

On Tuesday, December 12, 2017, the County of Orange Board of Supervisors received and filed the Stepping Up Initiative Report in support of the national Stepping Up Initiative and acknowledgement that a cross-system assessment of the County's current correctional health, mental health and criminal justice system must be completed.

The report is the result of a countywide assessment of the County's current correctional health, mental health and criminal justice systems that spanned over a year since its inception in summer 2016 and reflects the collaboration between 10 County agencies, the Superior Court, local law enforcement and local nonprofits. The report includes information on which programs the County is already implementing, what programs are needed and where the potential resources can come from. It should be noted that this report is not intended to be an action plan; it is intended to provide an assessment of current systems and provide recommendations on how the County can meet the goal set forth under the Stepping Up Initiative.

Some notable findings and recommended objectives include, but are not limited to:

- One out of four Orange County inmates suffer from mental illness.
- There is a need to create a data-sharing system that allows data-sharing between service departments, public safety departments and service providers.
- Many of the recommendations pertain to services already provided in the County that would require redirection or an expansion to implement.
- The need for a re-entry facility that provides services from release to reentry into society.
- A uniform definition of mental illness for the County.
- Expansion of collaborative court effort to divert the mentally ill.

To read the full report visit:

http://cams.ocgov.com/Web_Publisher_Sam/Agenda_12_12_2017_files/images/STEP%20UP%20FINAL%20REPORT%20%20120417%20FINAL%20COPY_9851142.PDF

Purchase of Building for Crisis Stabilization Unit

The County of Orange Board of Supervisors approved the purchase and sale agreement with Fountain Valley School District for purchase of an office building for the OC Health Care Agency (HCA) at 265 S. Anita Drive in the city of Orange. The property is intended for use by the County for a Crisis Stabilization Unit (CSU) and additional behavioral health services, which will create a campus-like setting to treat individuals with serious mental illness and co-occurring substance use disorders. While many of the services considered for inclusion in the behavioral health campus already exist in the community, the co-location of these services at the new property is expected to improve the integration of services and lead to improved outcomes for those served.

A CSU is a facility that provides emergency psychiatric and crisis stabilization services that include crisis intervention, medication administration, consultation with significant others and outpatient providers. The primary goal of the CSU is to refer clients to the most appropriate, non-hospital setting or to facilitate admission to psychiatric inpatient units when needed. The creation of a co-located behavioral health services campus was identified as a strategic priority in the 2016 Strategic Financial Plan, and HCA worked in collaboration with CEO Real Estate to identify potential sites to meet this need.

\$15 million for Mental Health Services Act to Aid Homeless

On Tuesday, January 9, 2018, Chairman Andrew Do and Vice Chairman Shawn Nelson directed the Orange County Health Care Agency to use \$15 million of available unspent Mental Health Services Act (MHSA) funds for mental health housing projects. This funding is aimed at increasing the number of mental health housing units available in Orange County to house chronically homeless individuals with severe mental illnesses. The Board approved the motion unanimously. This additional funding will be critical in completing future projects for MHSA Housing. The new directive will be brought back to the Board of Supervisors in Spring of 2018 for final approval.

Revised OC Housing Authority Administrative Plan

On Tuesday, December 12, 2017, the County of Orange Board of Supervisors approved the updated Orange County Housing Authority (OCHA) Administrative Plan. The Administrative Plan includes policies that are undertaken to recruit and prioritize applicants, process eligibility, authorize assistance, establish the tenant portion of rent, inspect potential properties and approve contract rents. The revisions to the OCHA Administrative Plan to expand local preference for assisting homeless to those formerly homeless transitioning from the Tenant Based Rental Assistance and Continuum of Care Permanent Supportive Housing programs and/or other homeless initiatives will allow those homeless and/or formerly homeless individuals assisted under these programs to transition to the Housing Choice Voucher program to receive continued assistance if needed.

Seeking our Inner Potential

Being part of the solution!

After struggling with homelessness for the better part of two years, cycling in and out of substance use disorder treatment centers and sober living homes, Sam heard about the Courtyard Transitional Center. In December 2016, just a few months after its opening, word on the streets was that there was a new place where the homeless could congregate. Figuring he had nothing left to lose Sam headed to the Courtyard where he found a safe place to rest and eat regular meals. He also met Doris Starling, Program Manager and an angel in disguise.

His stays at the Courtyard would be sporadic, but a place he came to rely on. In mid-March, Sam recalls being at the Courtyard feeling broken and hopeless. Doris asked him if he was ready for change and when he said yes, she wasted no time and instructed him to pack the little belongings he had. Doris drove Sam herself up to The Midnight Mission in the heart of Los Angeles skid row. There Sam was to enroll into one of their programs to address his homelessness and drug addiction. There he began creating a path back to a life of self-sufficiency. Doris told Sam to give the program a try, stay there for six months and to give her a call when he was ready to start work.

One week short of the six-month mark, Sam made the call to Doris to ask for help in securing a job. Doris offered him a security position at the Courtyard Transitional Center. Doris noticed that Sam had an ability to connect with those at the shelter in a way that was encouraging, with people often seeking him out for assistance. He was quickly promoted to his current role as an Engagement Specialist to facilitate connections for people as they take the next step in their journey to stable housing. In his short time as Engagement Specialist he has connected people to substance use disorder treatment, helped people move into their own apartments, reconnect with family and

identify opportunities outside the Courtyard Transitional Center.

Sam describes Doris as being a wonderful lady and just the right person for this job. He notes that if she hadn't shown him the kind eyes and warm smile he needed, he would still be out in the streets, struggling every day. His new job as an Engagement Specialist at the Courtyard Transitional Center offers him an opportunity to continue the kindness and compassion Doris showed him and an opportunity to give back to those individuals walking through the entryway of the Courtyard searching for solutions to end their homelessness.

In less than a year, Sam turned his life around with the support of the Courtyard Transitional Center and the supportive services that come every day. He notes

that in less than a year, the Courtyard Transitional Center has also transformed itself from being a safe place to rest to a busy beehive full of opportunity and resources for those willing to engage. It offers a welcoming environment for people and their pets, a coordinated effort of community and faith-based organizations providing meals and resources, and most importantly an environment promoting positive change.

When asked what his plans are, Sam says he plans on keeping it simple and take it one day at a time. He plans to remember all that The Midnight Mission has offered him and taught him as he continues to do the right thing. Thus far, this new mantra has worked for him as he prepared to start his second job with another local homeless service provider.

Our Champions! 2017 Most Influential.

On December 22, 2017, the Orange County Register released the [Most Influential 2017](#) listing the 100 top influencers in Orange County. This year the Orange County Register included individuals on this list that have been key in providing solutions to address the homeless population in Orange County. These individuals have made a difference in 2017 on a grand scale and in truly important ways in serving the most in need.



Scott Larson, San Juan Capistrano

Larson shepherded the opening of the year-round HomeAid Family CareCenter emergency shelter in Orange for homeless families with underage children.



Doris Starling, Santa Ana

Starling runs the Courtyard Transitional Center, a homeless shelter in the Santa Ana Civic Center, under Orange County's contract with The Midnight Mission, lodging up to 425 people per night during its first year.

Flood Control Channel Engagement Initiative

Data can be used to tell more than one story

by Susan Price, Director of Care Coordination

The Santa Ana River flood control channel encampment has gone viral on social media, and the story has been influenced by selective attention on specific data points. New data compiled in January 2018 by City Net provides an opportunity to clarify the facts through cumulative data that is now available.

The County contracted with City Net from July 1, 2017, to December 31, 2017. The survey they conducted yielded a total of 422 unduplicated individuals, with 81.2 percent stating an interest in case management. It should be noted that out of the 422 surveyed, none of the data reflects 100 percent responses from those surveyed, which denotes a lack of engagement interest within the encampment. The data provided by City Net also provided other demographic information, including the city of last known residence and what city the person usually sleeps in, among other indicators related to public benefits, health issues and involvement with the criminal justice system.

In September 2017, the Orange County Sheriff's Department conducted over 1,000 field surveys and reported that 910 declined social service assistance. As a point of clarification, the 1,000 surveys represent duplicative contacts made by multiple sheriff deputies over several days. Certainly, the perception that a law enforcement official in full uniform would be providing linkage to social services was met with decline, even when this offer was in conjunction with Outreach and Engagement workers from the County Health Care Agency (HCA) Behavioral Health Division.

In December 2017, the Board of Supervisors extended the City Net contract for another six-month period, from January 1, 2018, to June 30, 2018. City Net conducted a canvass of those that remain in the Flood Control Channel encampment area between Ball Road and Chapman Avenue in early January. The data show that the population is migratory in the area, lending to fluctuations in actual totals in a point in time. Here are the results:

- **623** unduplicated individuals (100 percent) have been encountered and surveyed in the area, between July 1, 2017, and January 8, 2018.
- **159** street exits (25.5 percent of the 623) – 60 to the Courtyard Transitional Center, plus other emergency or transitional shelters, substance use disorder treatment centers and family reunifications. This is an average of 25 per month.
- **464** remain frequent inhabitants of the encampment area (subtracting exits from total).
- **171** (27.5 percent of the 623) – City Net states that this number of people have engaged in case management, and City Net has committed to work with these individuals toward housing stability while under County contract through June 30, 2018, whatever it takes!
- **293** (47 percent of the 623) individuals have not engaged with City Net and have declined services offered for a variety of personal reasons.

City Net has been present on the Flood Control Channel, seven days a week since July 1, 2017. From the initial City Net survey citing 81 percent of those who answered that they were interested in case management, the data six months into the project confirms that 53 percent have actually worked with City Net to secure alternative housing stability options. Individuals experiencing homelessness along the flood control channel often face challenges in transitioning out of the flood control channel due to accumulated belongings, pets, etc. County outreach teams in partnership with City Net will continue to offer the opportunity to store essential personal property, short-term kennel animals at no cost to the individual and provide free transportation to available shelter to individuals looking to transition out of the flood control channel. All of the services offered are voluntary, and outreach staff have worked tirelessly to engage everyone; however because services are voluntary, staff must respect the person's right to self-determination, as these are adults making decisions on their own behalf.

The Sheriff's Department has been patrolling this area of the flood control channel since September 2017, and it's valid to conclude there is a criminal element among the population that poses a threat to public safety. Encampment dwellers have readily confirmed this to be true. The County is committed to restoring this area of flood control channel to its intended purpose of protecting the County from the threat of floods and preserving the water quality in the interconnected channel system and the ocean. The hours of public access for recreational trail use have been established and are being enforced in all other areas of the expansive flood control channel. The encampment area was notified on January 8 that on January 22, 2018, public works crews would begin environmental remediation in the area from Memory Lane in Orange to Taft Avenue/Ball Road in Anaheim. HCA Outreach and Engagement staff will be available seven days a week for six weeks to encourage people to access available resources. City Net will continue their work with those who have already engaged in the case management services provided, and will work with community-based providers to ensure favorable outcomes for those who are voluntarily working with City Net to achieve greater personal stability.



Community Investments and Contribution

Providing Warmth During Winter



Terence Johnson and his daughter Elisa Pitts, in partnership with Northrop Grumman Corporation, donated jackets to the homeless in Orange County. The donation was coordinated with eight homeless serving agencies and 21 volunteers at the Courtyard Transitional Center.

Johnson, Pitts and Northrop Grumman have done this outreach for the past few years. Last year, they distributed 800 coats to homeless at the Courtyard Transitional Center. This year, they topped their donation with 1,000 coats!

Supervisor Andrew Do, First District, recognized these individuals for their generosity and kindness to those experiencing homelessness. Their service has truly had a profound impact on those most in need in our county.

Returning Home to Family

A man in his late 50s had first moved to Southern California from Texas in search for better employment opportunities. The man struggled to find employment and quickly spent the little money he had for housing and food. The man found himself homeless in the streets of Santa Ana when he sought shelter at the Courtyard Transitional Center. There, he spoke to The Midnight Mission engagement specialist and shared he had families and a robust support system in Texas but had no way to get there. The Midnight Mission in collaboration with City Net used the whatever-it-takes funds and arranged a bus ticket back to Texas. The man was able to return home to Texas just in time for the holidays with his family.

Making a House a Home

An individual transitioning from the Courtyard Transitional Center was excited to be moving into an apartment they could call their own. Having spent the majority of their money in this transition, the individual did not have enough money to buy the needed household items. The OC Health Care Agency Outreach and Engagement team who had been working with this individual reached out to City Net in hopes of using the whatever-it-takes funds to buy the needed items. However, there was no need as City Net had been working with community members to obtain donations that include pots, pans, dishes, towels and miscellaneous household items to make Welcome Home Baskets for individuals moving into permanent housing. Having received these items the individual was very thankful and excited to start preparing their own meals and buying additional furnishings.

Progress on Homelessness in the News!

Below is a list of articles pertaining to homeless issues that were released in the last month:

- [Housing is a hand up not a hand out](#) – Lisa Bartlett, OC Register
- [Are we effectively using our mental health dollars?](#) – Andrew Do, OC Register
- [Dana Point hires full-time caseworker to help find housing for homeless](#) – Erika I. Ritchie, OC Register
- [Fear, loathing and hope for homeless on the Santa Ana River Trail](#) – David Whiting, OC Register
- [Homeless to get more housing in revamped, Lego-like shipping containers](#) – Marilyn Kalfus, OC Register
- [Homeless get haircuts, sandwiches, showers and housing offers at Anaheim's 'traige' event](#) – Alicia Robinson, OC Register
- [Inca Challenge raises \\$3,151 for Mary's Kitchen](#) – Andrea Mills, OC Register

Successes to Celebrate

	 5/5/17 – 12/31/17	 10/5/2016 – 12/31-17	Flood Control Channel Engagement Initiative 7/1/17 – 1/5/2018
Total Exits linked to Increased Housing Stability	46	221	159
Total Individuals Employed	27	130	–



Artistic Vision

Bridges at Kraemer Place had a six-week Acrylic Painting Class-Landscape course by Joshua Correa, a local artist from Well of Life Church. This art class provided participating clients the opportunity to explore the use of space, imagination and color. Five individuals staying at Bridges at Kraemer Place participated in the painting groups and created breathtaking landscapes.



Window of Opportunity

A 60-year-old man with disability entered Bridges at Kraemer Place on the first night it opened, May 5, 2017. During his stay, he was able to obtain his birth certificate and Social Security card and began receiving Social Security Disability Insurance (SSDI). He also worked with a housing navigator who assisted him in creating a budget as he had difficulties saving money for housing. Determined, he kept up with his monthly budget and when he was connected through Coordinated Entry System to Mercy House for a permanent housing opportunity, he was financially ready. With assistance provided by the housing specialist from Mercy House, he was able to successfully locate and move into housing as of December 1, 2017. After following up with him, his housing specialist noted that he was “so excited to have a window to look out of.”

Happy New Year!

A woman in her late 60s entered Bridges at Kraemer Place on the first night it opened, May 5, 2017. During her stay, her income increased as she began received Supplemental Security Income (SSI) and a trust fund from her husband; however, she faced several challenges maintaining her sobriety and mental health. Bridges at Kraemer Place provided her with a housing navigator who assisted her in creating a housing plan that addressed her needs, including obtaining identification, medical benefits, substance use disorder support and mental health services. After connecting with the appropriate agencies and following her housing plan, she was successfully placed in housing in Laguna Beach on January 1, 2018.



OC Social Services Agency

COUNTY OF ORANGE CALIFORNIA
Our Community, Our Commitment

Location	Courtyard Transitional Center	Bridges at Kraemer Place
Total Inquiries for Services	265	19
Type of Request*		
CalFresh Applications	28	0
General Relief Applications	45	3
Medi-Cal Applications	16	1
Inter-County Transfers	13	0
EBT Card Distribution	63	2
Bus Passes	37	0
Beneficiary Identification Card Distribution (Medi-Cal card)	28	1
Redeterminations	21	4

During the month of December 2017, the Social Services Agency (SSA) deployed staff two times to Bridges at Kraemer Place and their Mobile Response Vehicle four times to the Courtyard Transitional Center.

SSA received 284 inquiries for services including eligibility determinations and re-determinations, as applicable for CalFresh, Medi-Cal, CalWORKs and General Relief.

The chart to the left provides a brief summary of the SSA program requests received.

*This does not add up to the total number of inquiries as the total number of inquiries reflects each individual that approached SSA staff, regardless of the inquiry.



Whole Person Care Pilots I and II

The Whole Person Care (WPC) pilots focus on the coordination of physical, behavioral health and social services in a patient-centered approach with the goals of improved health and well-being through more efficient and effective use of resources for Medi-Cal beneficiaries struggling with homelessness. The following is an update for WPC pilots with data submitted from WPC Participating Entities through November 30, 2017.

- **2,220** individuals have been reported as receiving outreach and navigation services at hospitals and community clinics. This figure contains duplicates for clients seeing multiple providers.
- **520** individuals participating in WPC have been seen by Behavioral Health Services (BHS) Outreach and Engagement Staff.
- **93** individuals have been admitted to recuperative care facilities. Recuperative care provides acute and post-acute medical care in a supportive transitional housing environment for eligible participants.
 - Of those admitted to recuperative care services, 57 have been discharged after having an average length of stay of 40 days.
- CalOptima is in the process of recruiting and hiring a Personal Services Coordinator to work specifically on behalf of WPC clients in navigating the CalOptima networks and accessing benefits.
- OC Health Care Agency is in the process of seeking a provider to identify and secure potential housing opportunities and work with BHS to link services.

