

Strategy D

Provide Case Management and Services



Most homeless families and individuals need some level of case management and supportive services to secure and maintain permanent housing, though the specific need varies greatly, depending on the individual circumstances. The availability of appropriate case management and supportive services is key to enabling homeless families and individuals to take advantage of an available rental subsidy, increase their income, and access/utilize available public services and benefits.

**Los Angeles County
Homeless Initiative**

Strategy D1 | PROVIDE CASE MANAGEMENT AND SERVICES

Related to Strategy Brief 1.6

Model Employment Retention Support Program

POPULATION IMPACT

✓ ALL

FAMILIES

TAY

SINGLE ADULT

VETERAN

CHRONICALLY HOMELESS ADULT

RECOMMENDATION

Direct the Department of Public Social Services and Community and Senior Services to identify the key components of a Model Employment Retention Support Program and work with relevant Departments to incorporate identified services into existing programs, as feasible.

DESCRIPTION

A model employment retention support program for newly-employed homeless/formerly homeless individuals could be incorporated into existing employment programs and homeless case management programs. Program elements of a model Employment Retention Support Program should include:

- Ongoing communication with newly-employed individuals to provide support and identify potential problems.
- Soft skills- Enhancing the newly-employed individual's ability to successfully manage relationships with co-workers and supervisors. Retention services must include connection to soft-skill development such as trainings and community supports.
- Résumé building to encourage and support promotion, including the exploration of volunteer work to supplement employment.
- Effective communication and coordination with case managers and housing specialists, including constant assessment of new referrals and/or connections needed to support the newly-employed individual.
- Creating incentives to expand work-study opportunities to build skill sets.
- Communication and Life Skills – Modeling by case management staff of effective communication in a professional environment and appropriate dress code.
- A review of the Employer's company policies and Employee Handbook.
- Coordinated referrals to Self-Help Support groups – provide free community support and develop soft skills necessary to maintain employment.
- Online training in self-help and empowerment.

LEAD AGENCIES

Community and Senior Services
Public Social Services

COLLABORATING DEPARTMENTS/AGENCIES

Military and Veterans Affairs
Mental Health
Probation
Workforce Development Boards

DESCRIPTION *continued*

- Possible adoption of the Offender Workforce Development Specialist model, including specialized training for case managers to assist individuals involved with the justice system.
- Mentorship opportunities within employment and housing programs that link and empower people seeking employment with those successfully maintaining employment.
- Financial literacy/budgeting – training and support to transition people to be self-sustaining through employment.

In addition to providing support to the newly-employed individual, to foster support at the employer level, coordination and communication with employers post-placement should include employer liaisons, available to the employer to identify issues/barriers as they arise in the course of employment, and identify service providers available to provide the needed support to the employee to address the issues identified by the employer.

As part of implementation of this strategy, County Departments will identify existing programs serving homeless families and individuals into which employment retention services could be incorporated.

CONNECTION TO CITIES

SAME

✓ **COMPLEMENTARY**

NO CITY ROLE

Cities which operate Workforce Development Boards could focus on employment retention services for recently-employed, formerly-homeless individuals. In addition, cities could proactively recruit volunteers/mentors to be employer liaisons or coaches for recently-employed persons.

POPULATION(S) TARGETED & OTHER CATEGORIZATIONS

Individuals, including older adults, and families who have been recently housed and connected to employment will be eligible for ongoing employment retention support and referrals, as needed and available.

POTENTIAL PERFORMANCE METRICS

- ◆ Individuals who receive employment retention services
- ◆ Employment retention
- ◆ Percent of newly-employed individuals who experience income increase
- ◆ Percent of newly-employed individuals who secure promotions

FUNDING

To the extent that employment retention services can be incorporated into existing case management services, funding is not necessary to support this strategy. However, to the extent that recently-employed, formerly homeless individuals do not have access to case management services, there would be a cost associated with expanding one or more existing programs. As part of the implementation planning for this strategy, the capacity of current programs to incorporate employment retention services for the target population will be assessed.

Strategy D2 | PROVIDE CASE MANAGEMENT AND SERVICES

PHASE 1

Related to Strategy Brief 8.3c

Expansion of Jail In Reach

POPULATION IMPACT



ALL

FAMILIES

TAY

SINGLE ADULT

VETERAN

CHRONICALLY HOMELESS ADULT

RECOMMENDATION

Direct the Sheriff's Department and Health Services to work with their non-profit partner agencies and collaborating County departments to expand Jail in Reach to make it available to all homeless people incarcerated in a Los Angeles County jail, subject to available funding.

DESCRIPTION

This program expansion for homeless inmates should include the following elements:

- Offer all homeless inmates jail in reach services from the beginning of incarceration.
- Provide case management to homeless inmates tailored to their individual need(s) and connect inmates to services such as mental health and substance use disorder treatment on an as-needed basis.
- Coordination of all services provided to homeless inmates so that physical health, behavioral health, housing, education, employment, mentorship, and other needs are integrated into one case plan monitored by one assigned case manager, with the goal of ensuring strong service integration.
- Recruit and fund community-based service providers from across the County so that services continue seamlessly post-release with the same case management team, including connection to housing specialists and access to bridge housing until a permanent housing plan can be implemented, employment support, benefits support, transportation, and other ongoing supportive services such as mental health treatment to help homeless inmates reintegrate successfully back into the community with adequate supportive services.

In addition, consideration should be given to the inclusion in the program of self-help support groups in jail, e.g., Alcoholics and Narcotics Anonymous that are run by jail inmates. Such support groups are an integral element of the Community Model in Corrections, an evidence-based practice.

LEAD AGENCY

Health Services
Sheriff

COLLABORATING DEPARTMENTS/AGENCIES

Alternate Public Defender
Community and Senior Services
Housing Authority of the City of Los Angeles
Housing Authority of the County of Los Angeles
Mental Health
Probation
Public Defender
Public Health
Public Social Services
County SSI Advocacy Contractors
Community-based Providers

DESCRIPTION continued

The Department of Health Services' Housing for Health intensive case management program provides a model for the style of case management that will be required for many individuals.



POPULATION(S) TARGETED & OTHER CATEGORIZATIONS

All homeless inmates in County jail including those being held prior to trial.

POTENTIAL PERFORMANCE METRICS

Reduction in recidivism

Reduction in homelessness

Increased employment

Improved healthcare outcomes

Number of homeless inmates who receive Jail In Reach services

FUNDING

\$2,000,000 in one-time HPI funding

\$3,000,000 in one-time AB 109 funding

CONNECTION TO CITIES

SAME

COMPLEMENTARY

3 NO CITY ROLE

Strategy D3 | PROVIDE CASE MANAGEMENT AND SERVICES

Related to Strategy Brief 9.3a

Supportive Services Standards for Subsidized Housing

POPULATION IMPACT

ALL

FAMILIES

✓ TAY

✓ SINGLE ADULT

✓ VETERAN

✓ CHRONICALLY HOMELESS ADULT

RECOMMENDATION

Instruct the Los Angeles Homeless Services Authority, in collaboration with the Departments of Mental Health, Public Health, Health Services, and Public Social Services, the Probation Department, and the Community Development Commission to draft and adopt a definition of supportive services and establish a set of standards for high-quality supportive services for persons in subsidized housing who have recently experienced homelessness.

DESCRIPTION

Supportive services are critical to effectively transitioning formerly homeless persons from being on the streets to becoming a thriving tenant and member of the community. Supportive services in subsidized housing involve the development of a trusting, genuine partnership and relationship between the service provider and the formerly homeless tenant. This connection brings value and enhances participation in the supportive services, furthering the tenant's journey of recovery and housing stability. To most effectively achieve this goal, the County needs a consistent definition of supportive services that adhere to high quality standards, and are consistent with government funding requirements.

The definition of supportive services should consider existing established standards, such as those from Shelter Partnership's 2009 study commissioned by the Community Development Commission, Home for Good's Standards of Excellence, Veteran Affairs' Supportive Services for Veteran Families/Veteran Affairs Supportive Housing guidelines for homeless veterans, and Housing Opportunities for Persons with AIDS guidelines. The definition should include, but not be limited to the following activities:

- Connection to financial benefits (such as General Relief, Supplemental Security Income [SSI], CalFresh, etc.).
- Connection to health coverage, which is generally Medi-Cal.
- Linkages to and direct connection/ collaboration with treatment-related services (such as mental health, physical health, and substance use disorder treatment).
- Linkages to job development and training programs, school, peer advocacy opportunities, advocacy groups, self-help support groups, and volunteer opportunities, as needed and wanted by the tenant.

LEAD AGENCY

Los Angeles Homeless Services Authority

COLLABORATING
DEPARTMENTS/AGENCIES

Community Development Commission

Health Services

Housing + Community Investment Department,
City of Los Angeles

Housing Authority of the City of Los Angeles

Housing Authority of the County of Los Angeles

Mental Health

Probation

Public Health

Public Social Services

DESCRIPTION *continued*

- Money management and linkage to payee services.
- Transportation and linkage to transportation services.
- Peer support services. (Utilizing people with lived experience in outreach, engagement, and supportive services is an evidence-based best practice.)
- Community-building activities, i.e., pro-active efforts to assist tenants in engaging/ participating in the community and neighborhood.
- Connection to specialized services provided to individuals who are: victims of Domestic Violence; Lesbian, Gay, Bi, or Transgender; transition age youth; or elderly.

Additionally, the standards for high-quality supportive services should specify that supportive services should be:

1. tenant-centered;
2. accessible;
3. coordinated; and
4. integrated.

CONNECTION TO CITIES

SAME

✓ **COMPLEMENTARY**

NO CITY ROLE

Cities which operate a public housing authority could adopt the County's definition of supportive services for formerly homeless adults and the County's standards for high-quality supportive services.

POPULATION(S) TARGETED & OTHER CATEGORIZATIONS

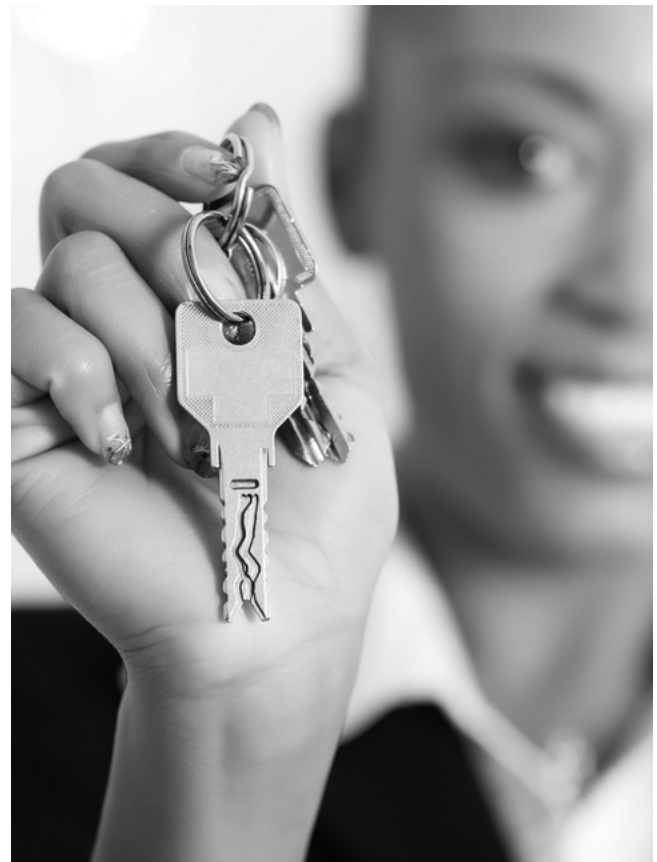
Recently homeless adults in subsidized housing

POTENTIAL PERFORMANCE METRICS

- ◆ Number of agencies providing supportive services which adopt the County's definition and high-quality standards

FUNDING

No funding required



Strategy D4 | PROVIDE CASE MANAGEMENT AND SERVICES

Regional Integrated Re-entry Networks- Homeless Focus

POPULATION IMPACT

ALL

FAMILIES

✓ TAY

✓ SINGLE ADULT

✓ VETERAN

✓ CHRONICALLY HOMELESS ADULT

RECOMMENDATION

Direct the Office of Diversion and Reentry (OD&R), in collaboration with the Care Transitions Unit of the new Integrated Jail Health Services division, and the Sheriff to incorporate a focus on homeless individuals into the multi-disciplinary, clinically-focused Regional Integrated Re-entry Networks which are already being developed.

DESCRIPTION

The attributes of a Re-entry Network include:

- Consist of high quality mental health, physical health and substance use disorder providers with an interest and expertise in serving the re-entry population;
- Be geographically convenient, patient-friendly, and culturally competent;
- Include seamless sharing of patient records between jail medical and behavioral health services and network providers; and
- Provide either integrated services or robust links to mental health, substance use disorder, housing, case management and other social services in the community.

LEAD AGENCY

Department of Health Services
Sheriff

COLLABORATING DEPARTMENTS/AGENCIES

Mental Health
Community and Senior Services
Public Social Services
Public Health
LA Care (and other local health plans)
Los Angeles Homeless Services Authority
Probation

The early planning for a Re-entry Network system has involved treatment providers, County departments and health plans. Future efforts will include a broad array of other service providers and community groups with a keen interest in the stability of justice-involved populations.

It is recommended that this planning include a focus on homeless populations, so that the Re-entry Networks incorporate at least the following three elements:

- a. High quality homeless service providers with expertise in engagement, housing placement and maintaining housing stability;
- b. Integration of the role of probation officers and others who may be in charge of community supervision of individuals using reentry network services; and

DESCRIPTION *continued*

- c. Development of the technical and cultural expertise to work with homeless justice-involved populations and support other providers in their regions who might benefit from assistance in managing homeless justice-involved individuals. This support may involve navigating services that support homeless justice-involved individuals, connections to job training or employment, connections to housing resources or move-in assistance, and/or the provision of homeless/housing case management.

POPULATION(S) TARGETED & OTHER CATEGORIZATIONS

Homeless, justice-involved adults.

POTENTIAL PERFORMANCE METRICS

- ◆ Number of homeless justice-involved individuals who secure permanent housing
- ◆ Number of homeless justice-involved individuals who are linked to clinical services/care
- ◆ Number of homeless justice-involved individuals who retain permanent housing

FUNDING

- ◆ \$800,000 in one-time HPI funding
- ◆ \$2,000,000 in one-time AB 109 funding
- ◆ Medi-Cal for those services which are covered

CONNECTION TO CITIES

SAME

COMPLEMENTARY

✓ **NO CITY ROLE**



Strategy D5 | PROVIDE CASE MANAGEMENT AND SERVICES

No Related Strategy Brief

Support for Homeless Case Managers

POPULATION IMPACT

✓ ALL

FAMILIES

TAY

SINGLE ADULT

VETERAN

CHRONICALLY HOMELESS ADULT

RECOMMENDATION

Direct the Chief Executive Officer and the Los Angeles Homeless Services Authority to work with each department identified below as a collaborating department to develop and implement a plan for each department to support community-based homeless case managers, which reflects the extent and nature of each department's interaction with homeless families/individuals.

LEAD AGENCY

Chief Executive Office
Los Angeles Homeless Services Authority

COLLABORATING DEPARTMENTS/AGENCIES

Alternate Public Defender	Fire Department
Animal Care and Control	Health Services
Beaches and Harbors	Mental Health
Child Support Services Department	Military and Veterans Affairs
Community and Senior Services	Parks
Community Development Commission	Public Health
Children and Family Services	Public Social Services
Consumer and Business Affairs	Probation Department
District Attorney	Public Defender
	Public Library
	Public Works
	Sheriff's Department

DESCRIPTION

Homeless case managers, who generally work for community-based organizations and often participate in the single adult Coordinated Entry System (CES) or Homeless Families Solutions System, play a key role in combating homelessness, by engaging homeless families and individuals, connecting them to housing, assisting them to navigate and access various public services, and providing ongoing support.

County departments can play a key role in supporting homeless case managers by:

1. helping homeless families/individuals connect to a homeless case manager;
2. responding effectively to homeless case managers assisting homeless families/individuals to access and navigate County services; and
3. participating, where appropriate, in CES regional case conferencing and coordinated outreach meetings.

The specific role of each County department will vary depending on the extent and nature of the Department's contact with homeless families/individuals.

To assist families/individuals connect to a homeless case manager, individual County departments could:

- Provide space for homeless case managers to collocate at their facilities and conduct in-reach with homeless families/individuals who go to the Department for services. (This would only be applicable to departments which serve a very high volume of homeless families/individuals.)
- Implement a standardized protocol to contact a homeless case manager (who could be a domestic violence service provider) to come to

DESCRIPTION continued

the department's facility to engage a homeless family/individual who wishes to see a homeless case manager.

- Transport a homeless family/individual to a location where they could meet with a homeless case manager. (Few departments will have this capacity.)
- Provide a referral to a local homeless case manager to the homeless family/individual.

To respond effectively to homeless case managers assisting homeless families/individuals to access and navigate County services, individual County departments could:

- Establish a protocol for interacting with homeless case managers.
- Designate one or more homeless case manager liaisons at each location that provides services to a significant number of homeless families/individuals, plus a departmental liaison. (For some departments, a departmental liaison may suffice, if the frequency of contact with homeless families/individuals is low.)
- Facilitate relationships between local homeless case managers and the staff at various facilities.
- Participate, where appropriate, in CES regional case conferencing and coordinated outreach meetings.

CONNECTION TO CITIES

SAME

3 COMPLEMENTARY

NO CITY ROLE

Cities could direct their departments which interact with homeless families/individuals to develop a plan to support homeless case managers.

The implementation plans which departments will develop under this strategy will complement the contribution of certain departments to the Countywide Outreach System (Strategy E6), Coordinated Entry System (Strategy E7), and County Specialist Support Team (Strategy E11).

POPULATION(S) TARGETED & OTHER CATEGORIZATIONS

All homeless populations, including victims of domestic violence and the older adult population.

POTENTIAL PERFORMANCE METRICS

More effective services for homeless families and individuals

FUNDING

None



Strategy D6 | PROVIDE CASE MANAGEMENT AND SERVICES

Related to Strategy Brief 8.6

Criminal Record Clearing Project

POPULATION IMPACT

ALL

FAMILIES

TAY

✓ SINGLE ADULT

✓ VETERAN

✓ CHRONICALLY HOMELESS ADULT

RECOMMENDATION

Direct the Public Defender (PD), in collaboration with the Office of the Alternate Public Defender (APD), Probation Department (Probation), Department of Public Social Services (DPSS), and Sheriff's Department to develop a Criminal Record Clearing Project (CRCP), as described herein.

LEAD AGENCY

Public Defender

COLLABORATING DEPARTMENTS/AGENCIES

Alternate Public Defender
Community-Based Organizations which work with the criminal justice re-entry population
Community and Senior Services
District Attorney
Public Social Services
Probation
Non-profit legal service providers

DESCRIPTION

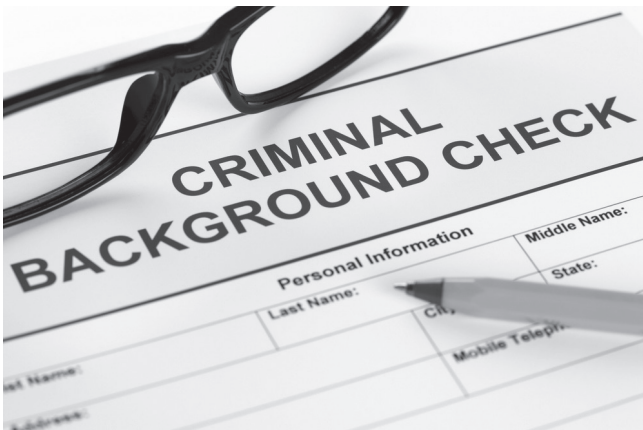
There are various barriers that homeless individuals face on a daily basis and one of the hardest barriers to overcome is having a criminal record, which makes it especially difficult to obtain employment and housing, both of which are key to achieving self-sufficiency. In order to reduce this barrier, it is recommended that the PD, in collaboration with the APD, Probation, DPSS, and Sheriff:

- Develop and implement a CRCP, which could include utilization of a contract provider to coordinate the project;
- Ensure that CRCP is leveraged and coordinated with discharge planning protocols (Strategy A2), Jail in Reach (Strategy D2), regional integrated re-entry networks (Strategy D4), and bridge housing for those exiting institutions (Strategy B7), as well as with DPSS employment programs;
- Develop a comprehensive training curriculum for participating agencies;
- Ensure clients are connected to County Alternative Courts, if eligible; and
- Create a CRCP team consisting of the aforementioned agencies and community-based partners that would be responsible for oversight and administration of the CRCP.

Through strategic partnerships and collaborative efforts, the project will aim to identify homeless and formerly homeless job-seekers who have criminal records and connect them to a legal advocate who will assist them with record clearing and other legal barriers to achieve stable housing and employment. This project

DESCRIPTION continued

could be implemented as a two-year pilot, after which it could be evaluated and a determination could be made as to whether to extend the project based on the results and availability of funding.

**POPULATION(S) TARGETED & OTHER CATEGORIZATIONS**

Homeless individuals who have recently completed their parole or probation supervision; homeless Individuals with criminal records who are currently enrolled in DPSS' GAIN or GROW program; homeless individuals with criminal records who are seeking employment or housing; and homeless individuals being discharged from jail, hospitals or the foster care system with criminal records.

POTENTIAL PERFORMANCE METRICS

Number of staff from CRCP agencies who complete the criminal record clearing training

Number of individuals served through this program who complete and file a Prop 47 application or petition for criminal record dismissal (expungement)

Number of individuals served through this program who demonstrate an increase in income within 6-12 months after a dismissal

Number of individuals served through this program who maintain or secure housing within 6-12 months after a dismissal

FUNDING

\$200,000 in one-time HPI funding

CONNECTION TO CITIES

SAME

COMPLEMENTARY

3 NO CITY ROLE

