

Quality and Productivity Commission
33rd Annual Productivity and Quality Awards Program
“Empowering Innovative Solutions”

2019 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: BUILDING A COUNTYWIDE OUTREACH SYSTEM

DATE OF IMPLEMENTATION/ADOPTION: July 1, 2017

(Must have been fully implemented for a minimum of at least one year - on or before July 1, 2018)

PROJECT STATUS: Ongoing One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? Yes No

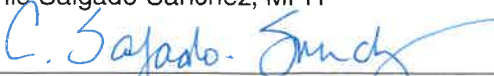
EXECUTIVE SUMMARY: Describe the project in 15 lines or less using Arial 12 point font.

1 LA County is home to the largest unsheltered homeless population in the US. Meeting
 2 the needs of this sizeable, highly vulnerable group requires an innovative approach and
 3 at a scale never seen in the nation. Through a pioneering partnership between the
 4 Departments of Health Services and Mental Health, Chief Executive Office and Los
 5 Angeles Homeless Services Authority, the Countywide Coordinated Outreach Strategy
 6 has delivered life-sustaining resources to many of the 40,000 unsheltered Angelenos.
 7 To-date, there are over 160 homeless outreach teams consisting of over 800 staff
 8 working collaboratively across the county. While teams have different foci and
 9 capacities including mental and physical health expertise, they are united in the
 10 system’s mission to connect LA’s unsheltered to supportive services, shelter, and
 11 permanent housing. This lifesaving work is reinforced by the creation and use of
 12 innovative technology systems, including the Homeless Management Information
 13 System and the LA Homeless Outreach Portal. These teams, combined with the robust
 14 system infrastructure implemented, have been instrumental in supporting more than
 15 30% of all homeless individuals who have been permanently housed since 2017.

BENEFITS TO THE COUNTY

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$	\$	\$	\$	<input checked="" type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS Department of Health Services, Housing for Health 238 East 6 th Street Los Angeles, CA 90014		TELEPHONE NUMBER (213) 833-5350
PROGRAM MANAGER’S NAME Susan Spinelli, LCSW		TELEPHONE NUMBER (323) 274-3221 EMAIL sspinelli@dhs.lacounty.gov
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE <small>(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER’S NAME)</small> Connie Salgado-Sanchez, MPH 	DATE 5/30/19	TELEPHONE NUMBER (213) 288-8483 EMAIL COSanchez@dhs.lacounty.gov

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DEPARTMENT HEAD'S NAME AND SIGNATURE

Christina Ghaly, MD



DATE

5/30/19

TELEPHONE NUMBER

(213) 240-7787

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1st FACT SHEET – LIMITED UP TO 3 PAGES ONLY: Describe the **challenge(s), solution(s), and benefit(s)** of the project to the County. What quality and/or productivity-related outcome(s) has the project achieved? Provide measures of success and **specify assessment time frame**. Use Arial 12 point font.

CHALLENGES:

According to the 2018 Greater Los Angeles Homeless Count, there are 53,195 people experiencing homelessness in Los Angeles County. Of those experiencing homelessness, nearly 75% are unsheltered. With more than 40,000 people sleeping on the streets and in their vehicles across 4,000 square miles, LA County has the greatest unsheltered population in the nation. With such unprecedented need, no county in the United States has implemented a street-based homeless system at the depth and breadth required in Los Angeles County. The experience of unsheltered homelessness is further complicated by complex and often untreated health, mental health and substance use addictions. There is substantial research that indicates that the most vulnerable people experiencing homelessness do not seek assistance. This is due to the multiple complex psychosocial issues that these individuals face including histories of trauma, challenges navigating the systems of care and difficulty getting along with others.

Historically, Los Angeles County has had no coordinated homeless outreach system and no inventory of outreach availability and capacity. There has been no systemic way to deploy teams and track outreach progress and service outcomes. Outreach capacity has been limited and has included few street-based clinicians to address the myriad of health, mental health and addiction needs experienced by individuals living on the streets. This has resulted in a void of care for these individuals and decentralized, unstructured and uncoordinated outreach efforts.

SOLUTIONS:

On February 9, 2016, the Los Angeles County Board of Supervisors approved Homeless Initiative recommendations which included funding for Homeless Initiative Strategy E6: Coordinated Outreach System. The subsequent passage of Measure H in March 2017 by Los Angeles County voters significantly increased the funding to expand this strategy and its overall mission to end homelessness.

The County of Los Angeles' Coordinated Outreach System, developed collaboratively by LAHSA and The Health Agency in partnership with the Homeless Initiative includes a number of components that work closely together to ensure a well-functioning system. Through a more robust and coordinated system, individuals experiencing street-based homelessness can be provided more and better-quality services aimed at ending their homelessness. These components include:

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- Development and implementation of a first-of-its kind countywide web-based portal to receive, deploy and fulfill homeless outreach requests (the Los Angeles County Homeless Outreach Portal (LA-HOP.org)), from businesses, concerned citizens, etc.
- Creation of Outreach Coordinator positions in each Service Planning Area (SPAs) to coordinate all outreach efforts, oversee all outreach teams, create and implement strategies to deliver services on the ground, and deploy LA-HOP outreach requests.
- Creation of SPA-level outreach zones and outreach team assignments aimed at increasing coordination and avoiding duplication in the provision of services.
- Utilization of the Homeless Management Information System (HMIS), a centralized client data collection platform that harmonizes performance metrics across all outreach teams.
- Regular Outreach Care Coordination meetings for teams to coordinate efforts around highly vulnerable clients and geographical areas.
- Centralized foundational training and orientation for all new outreach workers in Los Angeles County, and expanded training opportunities geared towards staff development.
- Increased number and types of outreach teams to bring housing opportunities and services to people experiencing street-based homelessness. There are now over 800 outreach workers countywide providing outreach, engagement and specialty services seven days a week.
- The implementation of multi-disciplinary street-based outreach teams (MDTs) contracted through the Department of Health Services (DHS) that include clinicians in the areas of health, mental health and substance use.
- The expansion of Department of Mental Health (DMH) specialized outreach teams that focus on the most vulnerable individuals with serious and persistent mental illness that may be gravely disabled and need to be conserved.

Between July 2017 and March 2019, Measure H-funded outreach teams had contact with over 34,000 unduplicated unsheltered individuals. This expansive work to address the large number of people experiencing unsheltered homelessness in Los Angeles County has never been more collaborative, coordinated and impactful than it is today under the E6 model.

BENEFITS:

Since the launch of LA-HOP in July 2018, there have been 8,740 requests for outreach. Concerned citizens (35%), Government Employees ~ City/County/State (22%), Homeless and Social Services Providers (18%) and Self-referrals (7%) are among those entities that submitted an outreach request. This innovating portal has streamlined and simplified how Angelenos can connect someone they see in need on the streets to the most appropriate outreach team. Feedback received regarding LA-HOP, from requestors and outreach workers alike, has been extremely positive, with both groups enjoying the ease of use, feedback emails, and educational components.

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For the first time, teams across different agencies and disciplines have a shared client data management system and harmonized metrics. This has not only allowed the system to better measure broader impact, but also allow for better care coordination at the client-level. These performance metrics for the Coordinated Outreach System are collected in HMIS and reported quarterly to the Los Angeles County Board of Supervisors. The table below reflects outcome data for this project since its inception in July 2017 through March 2019. In twenty-one months, these teams have touched 85% of the 2018 estimated 40,000 unsheltered individuals in LA County. Additional analysis of these data show that more than 30% of all permanent housing placements in LA County for all homeless individuals have been supported by this system since this system was implemented.

Strategy E6: Coordinated Outreach System
Street-based Measure H Funded Outreach Team Outcomes

Performance Measures	July 1, 2017 to March 31, 2019
Number of unduplicated individuals' initiated contact	34,053
Number of unduplicated individuals engaged	21,033
Number of unduplicated individuals who are provided services or who successfully attained referrals	14,709
Number of unduplicated individuals engaged who successfully enter interim housing	2,348
Number of unduplicated individuals engaged who are successfully linked to a permanent housing program	1,268
Number of unduplicated individuals engaged who are permanently housed while enrolled in an outreach program	1,026

It is important to note that these numbers do not fully represent the extensive, diligent and time-consuming work of the outreach teams and the conditions in which they work. For example, in this same timeframe, the DHS-contracted MDTs (who are included in the reported metrics above) provided a total of 62,717 services to 12,986 unduplicated individuals. Each service may involve activities that can take many hours, weeks or months. Nor do these metrics tell the story of each human represented by each number. Building trust and instilling a sense of hope takes time and cannot be rushed. Collecting and sharing success stories has been an additional reflection of the many lives changed in collaboration with these teams as they ***strive to end homelessness, one person at a time.***

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Linkage to the County Strategic Plan – 1 page only. Which County Strategic Plan goal(s) does this project address? Explain how. Use Arial 12 point font.

Mr. W is an 82-year-old Veteran with skin cancer. He became homeless after his sister, for whom he was the live-in caretaker, passed away. Unable to afford the rent, he had to vacate his apartment and became homeless. The neighboring landlord placed a sitting bench for him in front of the building and allowed him to sit there in the shade during the day because of the extreme San Fernando Valley heat. A neighbor would charge Mr. W.'s phone during the night while he slept in his car. Another neighbor would bring him coffee and breakfast each morning. Eventually, a neighbor placed a LA-HOP request and, as a result, a multidisciplinary outreach team responded, built a relationship with this gentleman and provided intensive street-based services, including street-medicine. Mr. W now resides in specialized permanent housing for Veterans including medical care and case management.

This story is only one of thousands that highlight the collaborative spirit vital to addressing the needs of individuals experiencing homelessness in Los Angeles County ~ and the empowerment of communities to be responsive when struggling with this highly complex societal challenge (*Strategic Goal 1*). The newly designed and implemented Coordinated Outreach System fits beautifully with the *LA County Strategy Goal 1.2, Enhance our Delivery of Comprehensive Interventions*. The Coordinated Outreach System provides an opportunity for community empowerment through the web-based reporting system LA-HOP. LA-HOP ensures that an outreach team will be deployed and that an appropriate outreach team will respond to vulnerable populations on the streets (*III.2.3*). Interventions are provided by outreach teams that may include health, mental health and substance use disorder services, and the teams continue to work with each individual while they remain homeless, with the ultimate goal of securing permanent housing. Outreach, engagement and service interventions are documented in HMIS, performance metrics are shared and data is collected and reported quarterly to the Board of Supervisors together with Client Impact Stories. Each Client Story illustrates the significant level of targeted, integrated and collaborative approaches that are employed in collectively serving each unique need experienced by each unique individual living on the streets. Every step of engagement, service and progression towards bringing someone “inside” is recorded in the shared HMIS system, further highlighting the inter-departmental and cross-sector collaboration utilized for the collection and measurement of both qualitative and quantitative quality of life improvements (*County of Los Angeles Mission, 2016-2021 Strategic Plan*). Additionally, The Health Agency and LAHSA provide extensive training opportunities for all outreach teams working throughout Los Angeles County, including a Training and Orientation week for all outreach team members held twice annually (*III.1.1*), monthly Learning Collaboratives and specialized trainings.

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Cost Avoidance: Costs that are eliminated or not incurred as a result of program outcomes. Please indicate whether these are costs to the County or to other entities.

Cost Savings: A reduction or lessening of expenditures as a result of program outcomes. Please indicate whether these were expenditures by the County or by other entities.

Revenue: Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

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FOR COLLABORATING DEPARTMENTS ONLY

(For single department submissions, do not include this page)

DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS

Department of Mental Health 550 S. Vermont Ave. Los Angeles, CA 90020

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE

Elaine Waldman
Elaine Waldman

EMAIL: *eswaldman@dnh.lacounty.gov*

DEPARTMENT HEAD'S NAME AND SIGNATURE

J. Sherin

EMAIL: *Jsherin@dnh.lacounty.gov*

DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS

LOS ANGELES HOMELESS SERVICES AUTHORITY 811 WILSHIRE BLVD. LA, CA 90017

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE

N/A

EMAIL: _____

DEPARTMENT HEAD'S NAME AND SIGNATURE

Peter Lynn

EMAIL: *PLYNN@LAHSA.ORG*

DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS

*CHIEF EXECUTIVE OFFICE HALL OF ADMINISTRATION
 500 W. TEMPLE STREET, LA, CA, 90012*

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE

Jose Antonio Chew
J. Antonio Chew

EMAIL: *jchew@cco.lacounty.gov*

DEPARTMENT HEAD'S NAME AND SIGNATURE

Sachi Hamai
SACHI HAMAI

EMAIL: *SHAMAI@CEO.LACOUNTY.GOV*

DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE

EMAIL: _____

DEPARTMENT HEAD'S NAME AND SIGNATURE

EMAIL: _____

DEPARTMENT NO. 6 NAME AND COMPLETE ADDRESS

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE

EMAIL: _____

DEPARTMENT HEAD'S NAME AND SIGNATURE

EMAIL: _____

DEPARTMENT NO. 7 NAME AND COMPLETE ADDRESS

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE

EMAIL: _____

DEPARTMENT HEAD'S NAME AND SIGNATURE

EMAIL: _____