Our Agenda Today

- Welcome
- Supportive Housing Team
- Stakeholders and Landscape
- Office of Supportive Housing Mission, Values, and Goals
- Systemic Transformation and Vision
  - 7 closing words & 4 opening words
- Review of Strategic Plan Progress and Ongoing Work
- Questions

Questions we hope to answer

- Where are we headed and why?

- What has been accomplished so far?

- What changes are coming?

DBHDD Office of Supportive Housing Team

- Camille Rowe, GHVP Program Coordinator
- Jennifer McIntosh, GHVP Program Associate
- Brett Seay, GHVP Monitor Specialist
- Ramesh Puttamareddy, Operations and Data Analyst
- Letitia Robinson, Assistant Director
- Maxwell Ruppersburg, Director

DBHDD Regional Field Office Team Members

- **Region 1**
  - Dr. Hetal Patel, Regional Service Administrator
  - Scarlett Freelin, Housing Transition Coordinator
- **Region 2**
  - Dawn Peel, Regional Service Administrator
  - April Edwards, Housing Transition Coordinator
- **Region 3**
  - Gwen Craddieth, Regional Service Administrator
  - Venessa Bullard-Carr, Housing Transition Coordinator
  - Troy McQueen, Program Analyst Coordinator
  - Cherealla Santamaria, GHVP Housing Specialist

- **Region 4**
  - Jennifer Dunn, Regional Service Administrator
  - Aiyanna Hagger, Housing Transition Coordinator
- **Region 5**
  - José Lopez, Regional Service Administrator
  - Jeannette Bacon, Housing Transition Coordinator
- **Region 6**
  - Ann Riley, Regional Service Administrator
  - Sam Page, Housing Transition Coordinator

DBHDD Behavioral Health Provider Network

REGION 1

- Lookout Mountain Community Services
- Highland Rivers Community Service Board
- Avita Community Partners
- Cobb Community Service Board
- Douglas Community Service Board

REGION 2

- Advantage Behavioral Health Systems
- Serenity Behavioral Health (CSB of East Central Ga)
- River Edge Behavioral Health Center
- Oconee Community Service Board
- Community Service Board of Middle Georgia (Ogeechee Division)

REGION 3

- Fulton County
- Clayton Community Service Board

GHVP Participant Distribution Across Regions
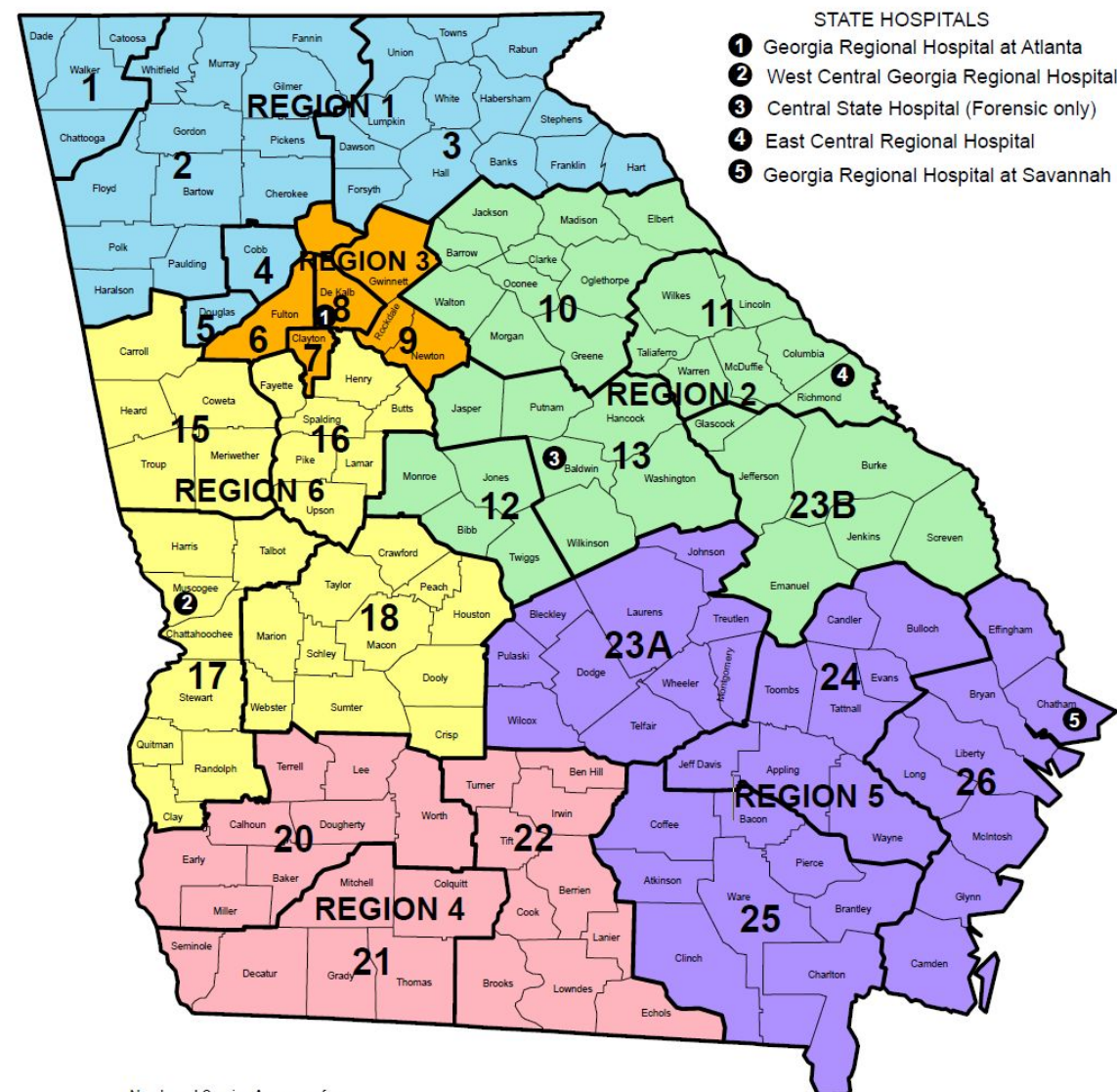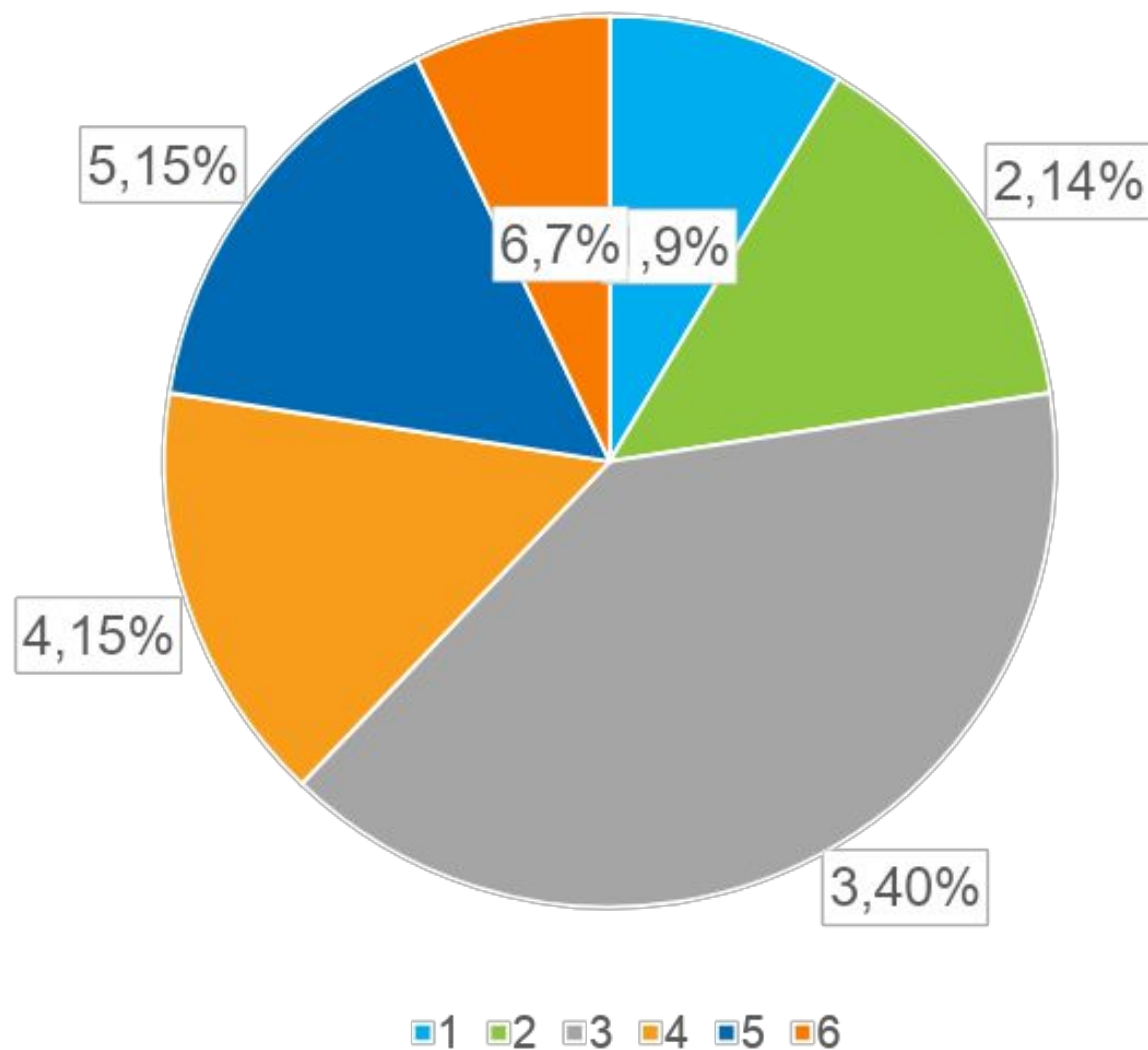
Projects for Assistance in Transition from Homelessness

- **Region 1**
  - HOPE Atlanta
- **Region 2**
  - Serenity Behavioral Health System
- **Region 3**
  - Community Friendship, Inc. (CFI)
  - Community Advanced Practice Nurses (CAPN)
  - Grady Memorial Hospital
  - HOPE Atlanta
  - St. Joseph Mercy Care

- **Region 4**
  - Legacy Behavioral Health Services
- **Region 5**
  - Chatham Savannah Authority for the Homeless
- **Region 6**
  - New Horizons Behavioral Health

DBHDD State/Fed. Governmental Partners in SH

State of Georgia

- State Legislature
- Department of Community Affairs,
  - State housing authority
  - Balance of State Continuum of Care
  - HCV, HUD 811, HOPWA, RPH
- Department of Community Health
  - Medicaid
- Department of Corrections
  - State prison system
- Department of Community Supervision
  - Probation & parole
- Department of Human Services

Federal Government

- Housing and Urban Development (HUD)
- Substance Abuse and Mental Health Services Administration (SAMHSA)
- Department of Justice

Local Governmental Stakeholders and Partners

- 8 Local Continuums of Care (CoC's) around the state
  - Coordinated Entry Systems (CES)
  - Local housing resources, from shelters to PSH vouchers
- Public Housing Authorities (PHAs)
  - 100+ of varying activity and funding
- Local Governments
  - 159 County governments
  - 500+ cities
  - Planning and Zoning Boards
- 143 County Jails, administered by County Sheriffs

Non-Governmental Stakeholders and Partners

- Advocate community
  - Ex: SHARE Committee
- Nonprofit sector
  - Ex: CSH, Open Doors
- Associations
  - Ex: GSHA, AAA
- Private sector
  - Ex: Commercial Real Estate Market

SH 2.0 Strategic Plan Contributing DBHDD Teams

- Division of Behavioral Health (BH)
  - Office of Supportive Housing (OSH)
  - Office of Adult Mental Health
  - Office of Recovery Transformation
- Regional Field Offices
- Division of Performance Management and Quality Improvement
  - Office of Quality Improvement
  - Office of Performance Analysis
  - Office of Medicaid Coordination and Health Systems Innovation

- Division of Accountability and Compliance
- Office of Information Technology
- Office of Budget and Finance
- Office of Procurement and Contracting
- Office of Legal Services

Division of Behavioral Health Strategic Cycle

Goal Identification

Initiated by BH Leadership

- Informed by DBHDD strategic initiatives

- Input on opportunities in field offices
    - Provided during recurring meetings and as identified or requested
    - Includes aggregated results from evaluation phase

Planning and Preparation

Process led by teams aligned with the goal

- Teams composed of staff at 2-Peachtree and field office
    - Plan approved by leadership before implementation begins

Evaluation and Analysis

Field implementation teams gather and provide feedback

- Feedback is reviewed and summarized into an overall evaluation that informs the work

Implementation and Dissemination

Field offices implement against the plan and disseminate key information

- Follow a consistent process for implementation

- Inform and engage implementation leads in field offices during the process
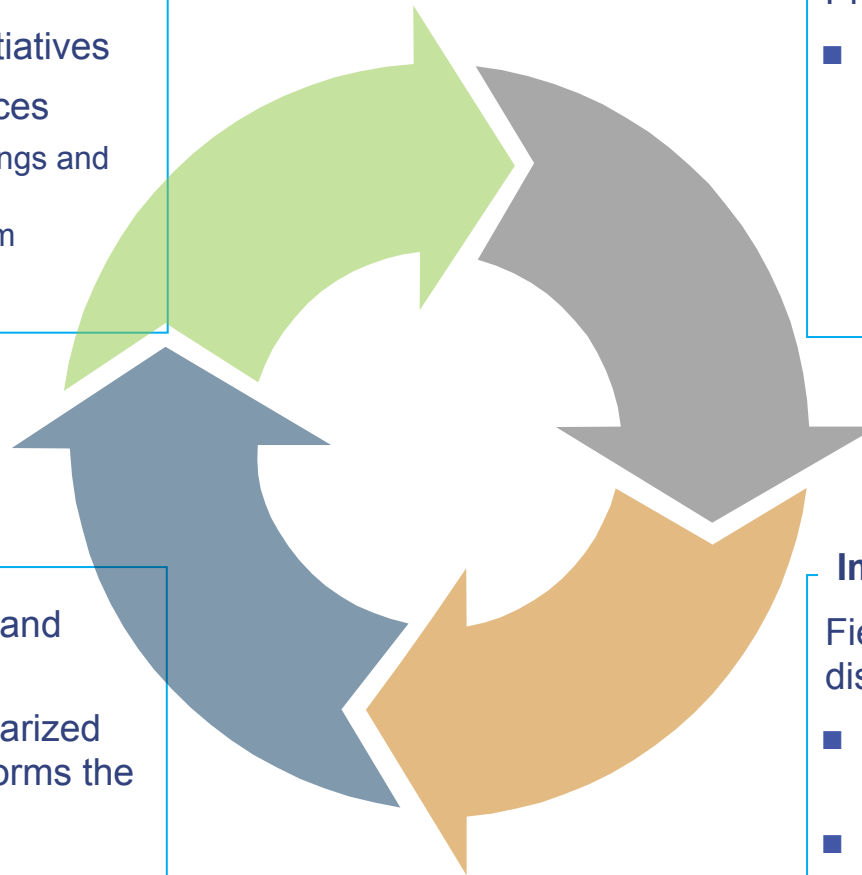
# Supportive Housing 2.0: Mission, Values, Goals

GHVP/OSH Mission Statement

"House, **support**, and **sustain** eligible individuals in need who have severe and persistent mental illness, in order to prevent homelessness and promote independence and long term recovery, in collaboration with our network of partners, efficiently and effectively."

Our Values

- Outcome-Oriented
- Person Centered
- Silo-Breaking and Collaboration
- Continuous Quality Improvement
- Communication and Transparency
- Accountability and Reliability
- Compassion and Respect

- Harm Reduction
- Inclusion and Representation
- Flexibility
- Customer Service
- Efficiency
- Trauma-Informed

Supportive Housing 2.0 Goals
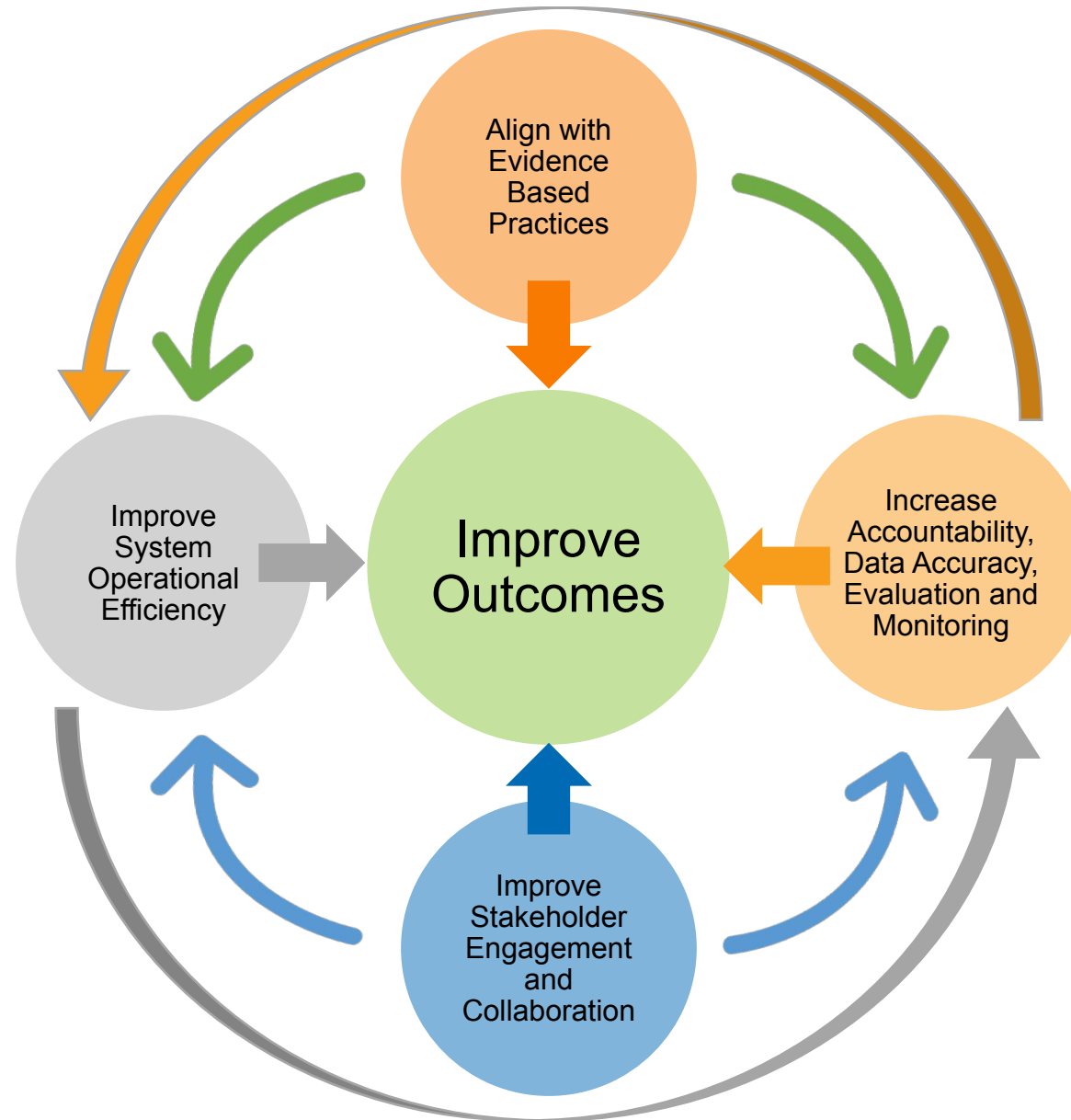
Supportive Housing 2.0 Vision for the Future

Supportive Housing Vision Statement

TRANSFORM the Georgia Housing Voucher Program into a leading model of Permanent Supportive Housing.

DELIVER collaborative, sustainable, and long-term outcomes at the individual and system level.

LEAD toward the reduction and ultimate end of chronic homelessness among DBHDD's target population in Georgia, as well as contribute to the end of homelessness throughout the state.

Supportive Housing System Phases

1. Outreach
- Individual is connected to a provider or presents for intake.
- Individual is identified at DBHDD Hospital.
- PATH outreach occurs.

2. Assessment
- Determination of eligibility.
- Completion of NSH survey.
- Individual not eligible can be referred to other resources.

3. Application
- Completion of referral process for GHVP.
- Forms and document submission.
- Results in review of referral and issuance of voucher.

4. Housing Search
- Housing search supported by provider begins.
- Individual exercises choice.
- Unit must accept vouchers and meet standards.

5. Leasing
- Lease signing and final paperwork gathered.
- Inspection scheduled and conducted prior to move-in.
- Furnishing and utility startup via Bridge Funding.
- Landlord enrollment.

6. Stability
- Individual receives ongoing housing support services.
- Optional treatment services.
- Program fidelity monitoring and evaluation.

Taking a Systemic Approach
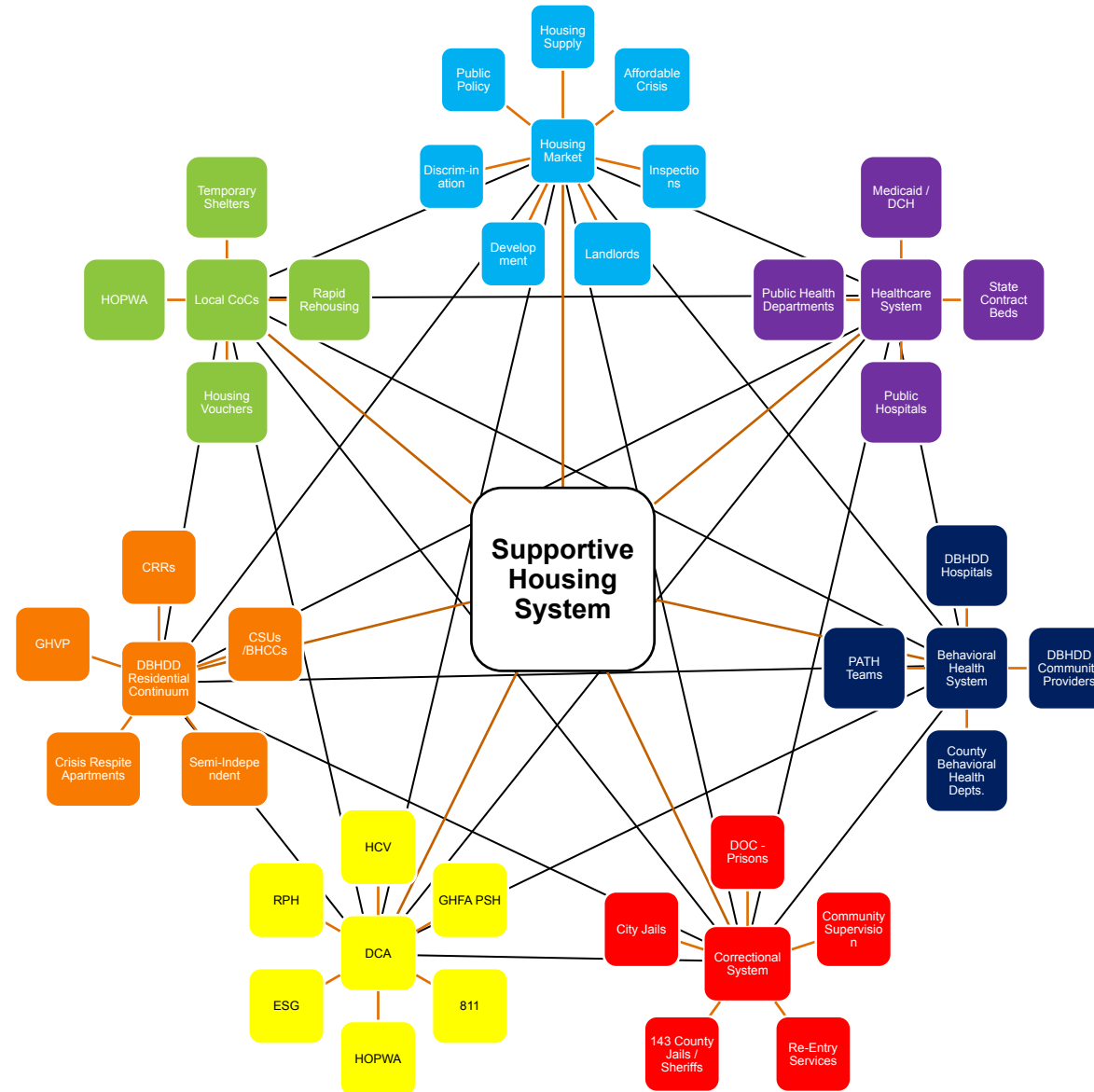
Principles of Delivery-Driven Government from Code for America

Principles of Delivery-Driven Government

Build equitable systems

Put people first

Empower for action

Inform with evidence

Improve continuously

CODE *for* AMERICA

7 Closing Words

"It's always been done that way."

"We can do better."

Goal Area 1: Align Programs with Evidence Based Practices

Housing Support Program

- Required housing support for all GHVP clients
- Learning from pilot initiative in Region 3 with 180 clients
- Program design complete

- Target Program Launch Date: <u>July 2021</u>
- Procurement and provider enrollment to occur early 2021
- Plan to phase out Wellness Case Management and phase in Housing Support Program

Need for Housing Support Program
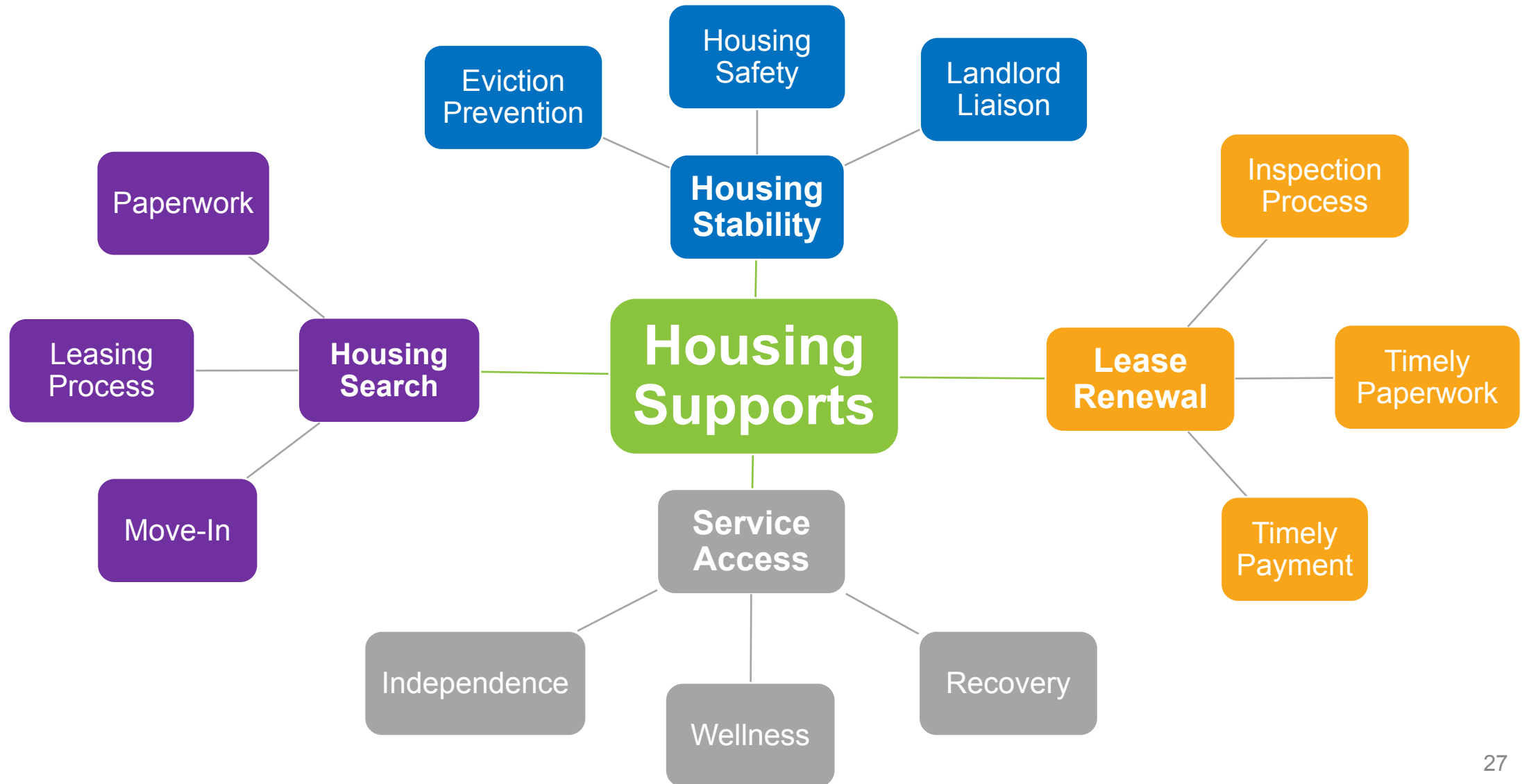
Fidelity Monitoring

- Operating in alignment with program design to achieve consistent outcomes and inform adaptations

- Involves communication, collaboration, and providing support for providers to achieve shared system goals

- Tool design complete.
  - Based on SAMHSA model, created w/ provider focus group feedback.
- GHVP Monitor Specialist position created and hired.
- Implementation to start with pilot rollout.

Policy Changes

- **Challenge**: Unified Referral Process presents long timeline to get to housing resources
- **Response**: GHVP changed to "resource of *first* resort"

- **Challenge**: Hard to house individuals cannot secure housing
- **Response**: Master Leasing allows provider to sublet to individuals

- **Challenge**: Landlords perceive damage risks; evictions do occur
- **Response**: Creation of "Landlord Risk Mitigation" to cover damages or cost of moving

- **Challenge**: Limited payment standard nuance in high population density areas
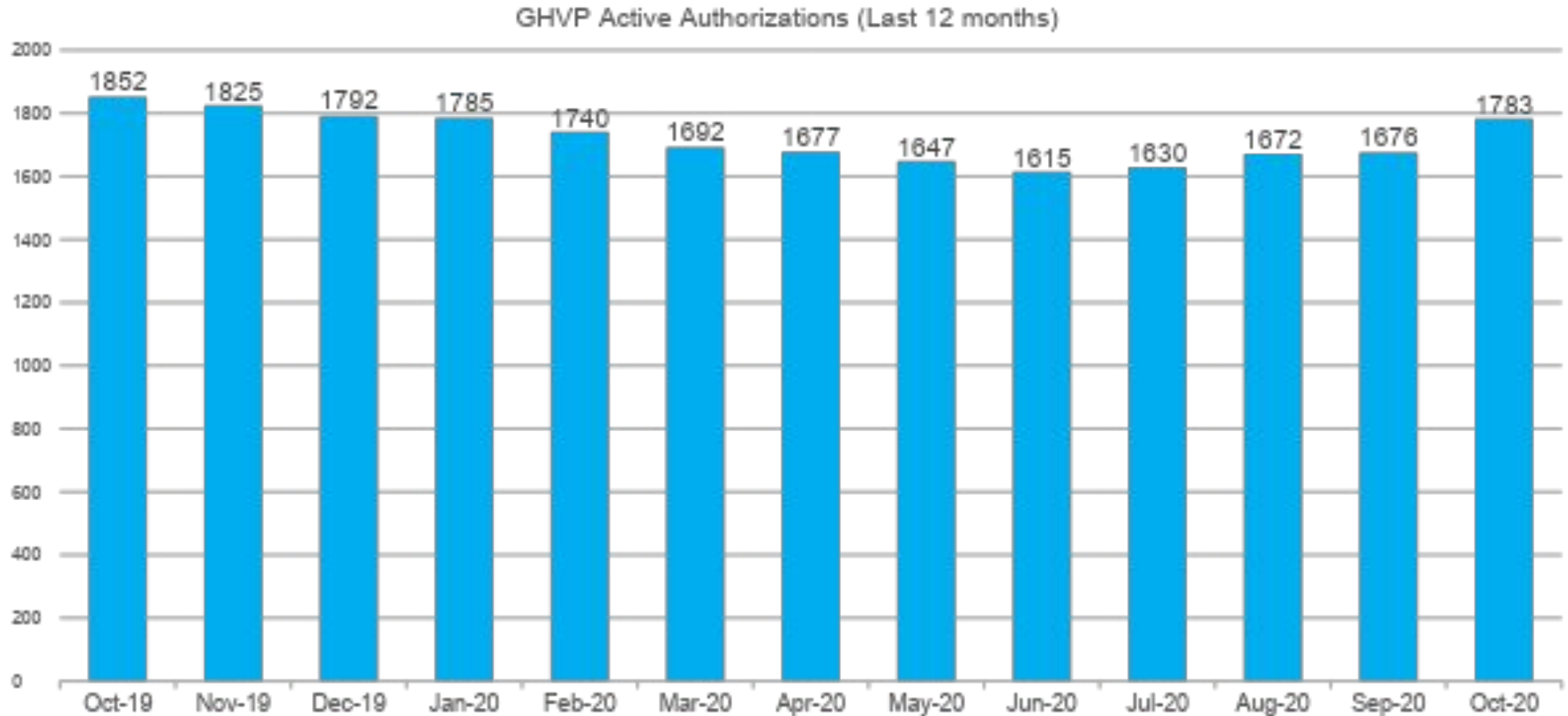- **Response**: Updated Payment Standards, adopting Small Area Fair Market Rents

- **Challenge**: Hospital pre-screening expends time, difficult to track
- **Response**: Streamlined screening process, now completely paperless, automated

Goal Area 2: Increase System Accountability and Transparency, Data Accuracy, and Evaluation and Monitoring

Program Evaluation and Data Management

- DBHDD Results-Oriented Program Evaluation process
- Development of 60+ Key Performance Indicators (KPIs)
  - Process
  - Operational
  - Outcome
- Gathering of data to establish historical trends, identify baselines, and set benchmarks
- Creation of new reports
- Elimination of manual data tracking processes

Individuals in Georgia Housing Voucher Program

GHVP Active Authorizations (Last 12 months)

Month	Authorizations
Oct-19	1852
Nov-19	1825
Dec-19	1792
Jan-20	1785
Feb-20	1740
Mar-20	1692
Apr-20	1677
May-20	1647
Jun-20	1615
Jul-20	1630
Aug-20	1672
Sep-20	1676
Oct-20	1783

Demographic Breakdown

Population: ~2000 individuals, FY2020

Race	Percentage
Black/African American	70.06%
White/Caucasian	23.25%
Asian	2.46%
Unknown/Refused	2.41%
Other Single Race	1.13%
Multiracial	0.44%
Native Hawaiian/Other Pacific Islander	0.15%
American Indian/Alaskan Native	0.10%

Reported Gender
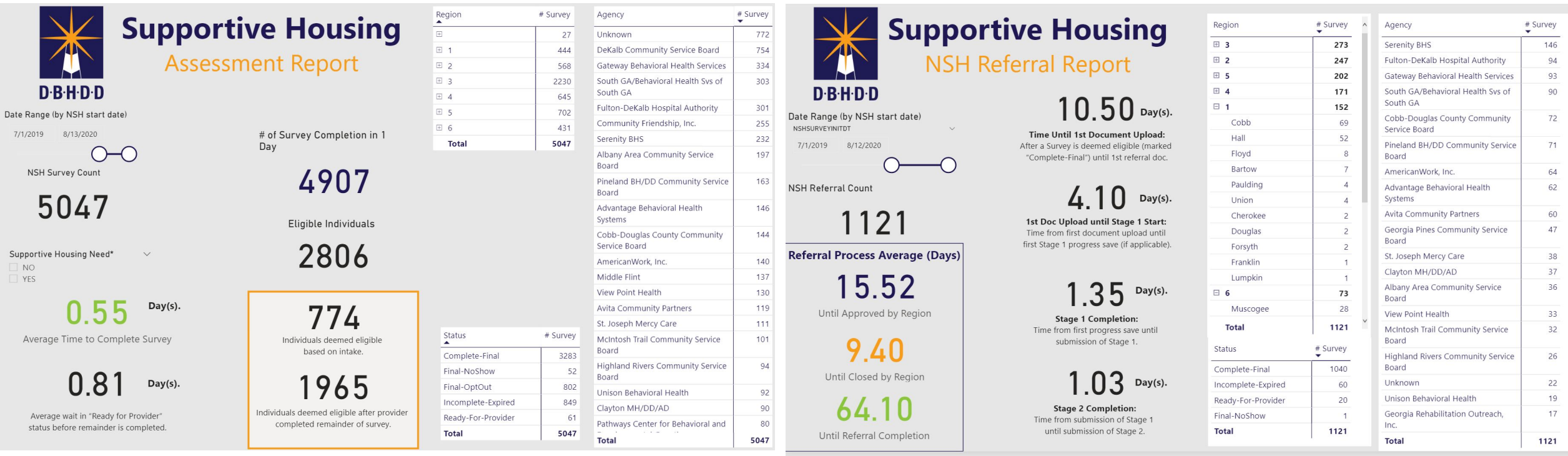
46% Male · 54% Female

Female · Male
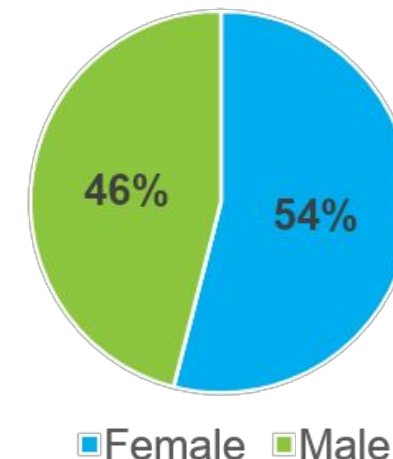
Distribution of GHVP Participant Age
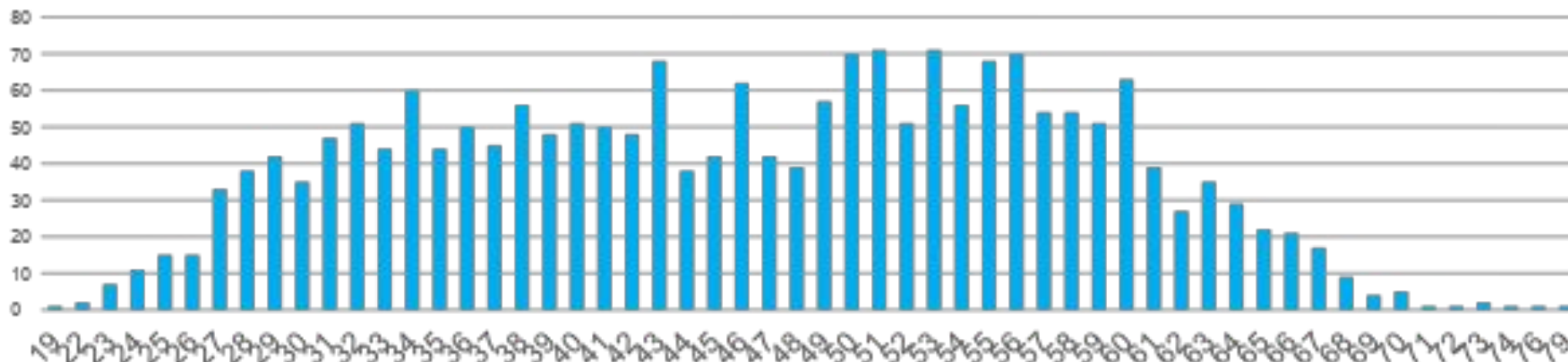
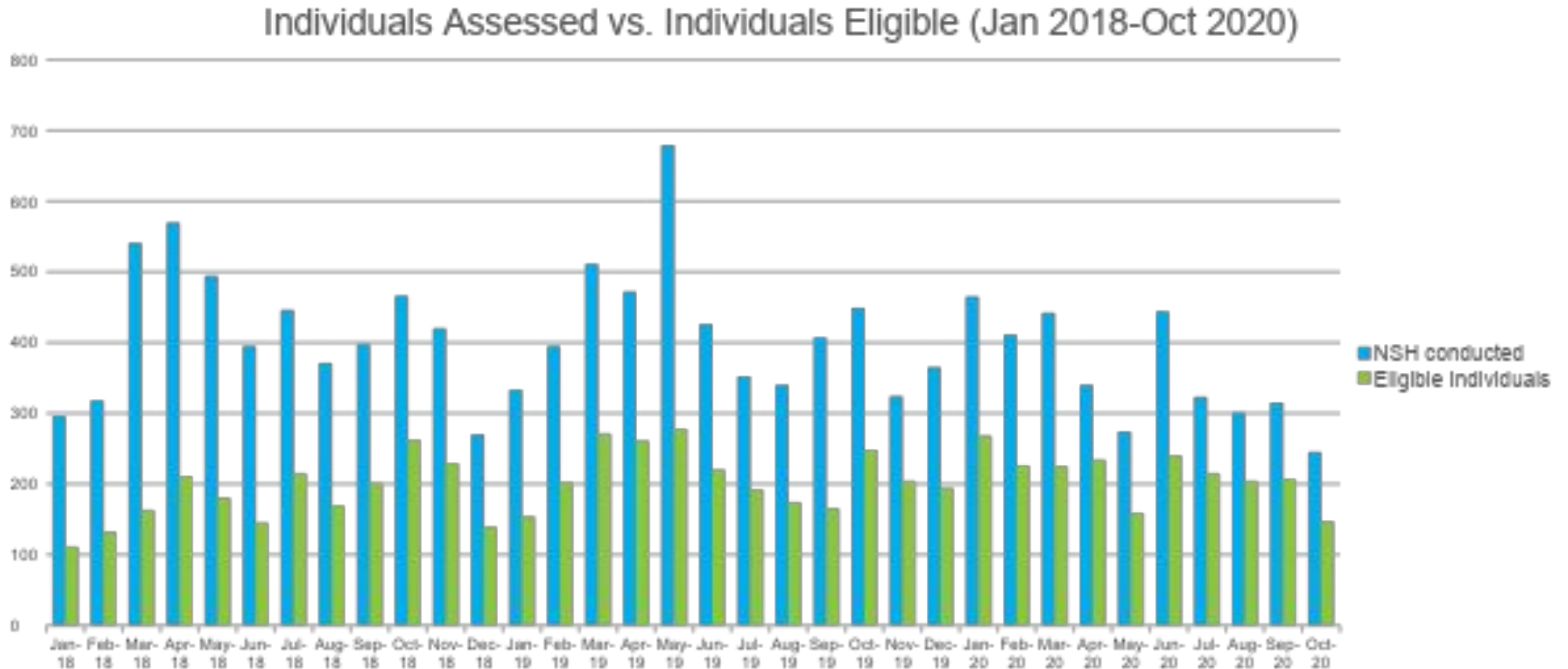# NSH Data Dashboards

- Creation of PowerBi dashboards connected to live data

Assessments and Eligible Individuals
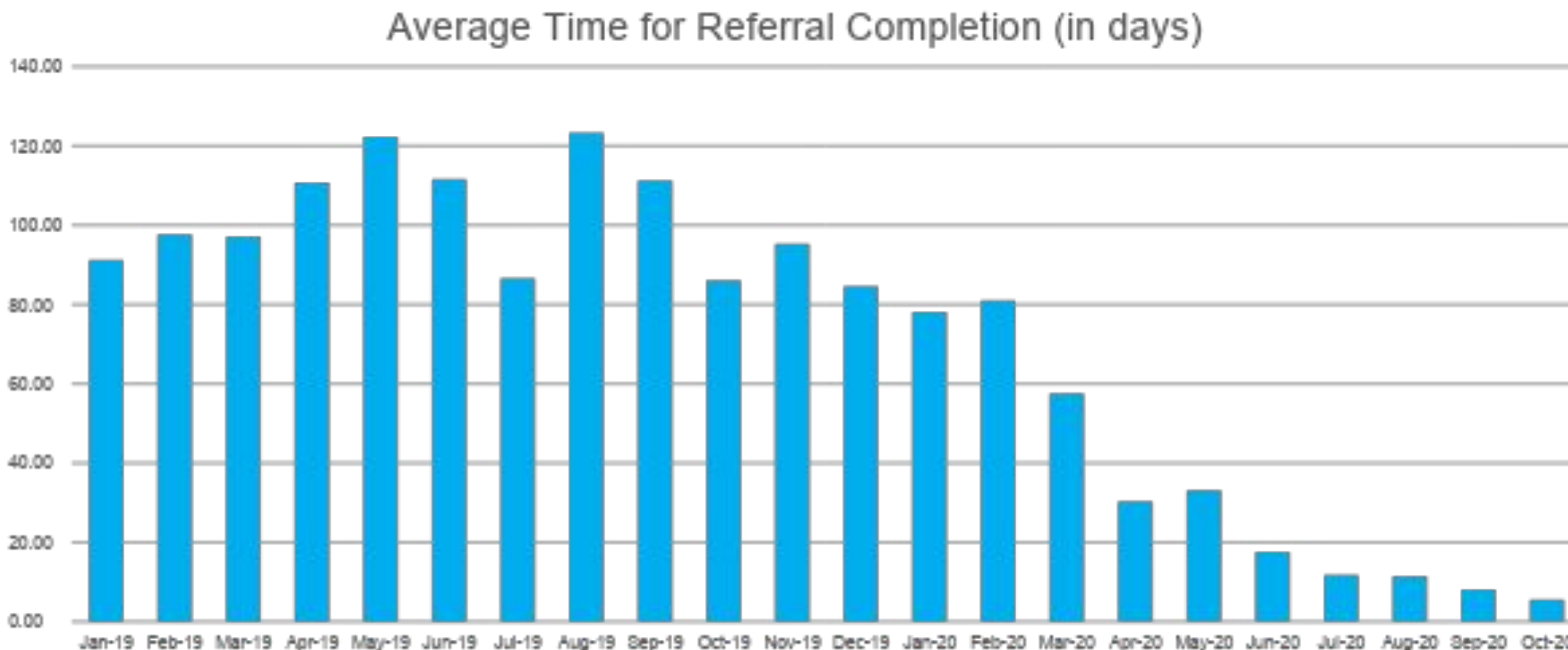

Individuals Assessed vs. Individuals Eligible (Jan 2018-Oct 2020)

Average Time for Referral Completion

From 80+ days to less than 12 days

Average Time for Referral Completion (in days)

Housing Quality Standard (HQS) Inspections

Implementing statewide 3rd-party HQS inspections

- DCA to begin inspections across state in Regions 1, 2, 4, 5, and 6
- Private vendor inspections in Region 3 will continue

# Goal Area 3: Improve System Operational Efficiency

Staffing Inventory and Analysis

- Analysis conducted of supportive housing responsibilities at central and regional levels and associated time demands

- Key takeaway ⮕ majority of time spent on:
  1. Documentation Review and Correction
  2. Customer Service and Communication

Enhancing Customer Service

- Implemented ZenDesk Customer Relationship Management (CRM) platform to centralize communications
- Messages coming into central platform allows for message routing, assigning priority levels, and ensuring responsiveness
- Allows for satisfaction feedback and tracking trends

- New support email: info@ghvp.zendesk.com
- Launched **Supportive Housing Help Center:**
  - https://GHVP.Zendesk.com
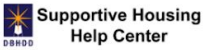
Supportive Housing Help Center

Search

GHVP Providers

FAQs and guidance for GHVP provider agencies.

GHVP Application Forms, Requirements, and Guidance

GHVP-0: Submission Checklist (and links to all listed forms)

GHVP-2: Lease Addendum

GHVP-3: Bridge Funding Request Form

GHVP-3-b: Bridge Funding Request Form (HUD Only)

GHVP-4: Tenant Information Form

GHVP-5: Payment Standards and Rent Determinations

See all 21 articles

NSH User FAQs

Need for Supportive Housing (NSH) Survey Application Link

Providers Guide to Completing the Unified Referral

Guide to Completing Unified Referral for Hospital Intake

No More 45-Day Wait Period to Start New Survey/Referral

Requesting or regaining access to NSH Portal

Support

Process Analysis and Modernization

- **Purpose**
  - Digitize application process, eliminate duplicative work
  - Improve system tracking and visibility
  - Prevent missing information and validate accuracy
  - Facilitate application to alternate resources
- **Progress**
  - Mapped 1,249 fields across 56 forms
  - 450+ duplicate fields identified
  - 40%+ of duplicates can be eliminated through auto-population
  - Procuring vendor for form and process digitization

Goal Area 4: Improve Stakeholder Engagement and Collaboration

Landlord Recruitment and Retention

- Strengthen landlord recruitment efforts
- Partnership with private sector
- Improving communication and marketing materials
- Promotion of "Landlord Risk Mitigation" program
- Support of providers utilizing sub-leasing option
- Pursue opportunities for Housing Support Program to assist with recruitment

Interagency Collaboration

- MOU with Atlanta Continuum of Care to create referral pathway to GHVP for individuals in Coordinated Entry System

- Pursuing data sharing with Homelessness Management Information System (HMIS) managed by DCA

- Engaged in intersystem assessment crosswalk analysis between homeless and behavioral health systems
  - What would a singular assessment tool look like?
  - How can improved alignment improve resource utilization and service delivery?

Questions and Contacts

- Maxwell – Maxwell.Ruppersburg@dbhdd.ga.gov

- Letitia – Letitia.Robinson@dbhdd.ga.gov

- Supportive Housing Help Center:
  GHVP.Zendesk.com

BE D·B·H·D·D

Georgia Department of Behavioral Health & Developmental Disabilities