

County of Santa Clara

Office of Supportive Housing

3180 Newberry Dr. Suite 150
San Jose, CA 95118
(408) 793-0550 Main
(408) 266-0124 Fax



August 7, 2017

TO: Board of Supervisors' Housing, Land Use, Environment and Transportation (HLUET) Committee

FROM: Ky Le, Director, Office of Supportive Housing (OSH)

SUBJECT: Permanent Supportive Housing Programs in Santa Clara County

This report describes permanent supportive housing (PSH) programs in Santa Clara County. PSH programs are evidence-based strategies for chronically homeless and disabled homeless individuals and families. The County, community-based organizations and other agencies have been implementing PSH programs for over a decade. Over the last five years, the County has led the effort to significantly increase PSH programs; moreover, the County has assumed greater responsibility for managing and coordinating the network of PSH programs in the county.

PSH programs in the county fall into four groups. While the programs have the same overarching goals, they have different referral processes, performance metrics, priority populations and management structures.

The first category of PSH programs are a part of the Care Coordination Project (CCP). The CCP is a multi-agency initiative to coordinate, prioritize and deliver permanent supportive housing for the County's most vulnerable chronically homeless individuals and families. The County's Office of Supportive Housing (OSH) manages and oversees the CCP and is responsible for assessing the housing needs of chronically homeless persons, prioritizing scarce resources, optimizing funding by strategically allocating resources, leveraging federal resources and monitoring and improving services. Services are also prioritized for vulnerable individuals based on high utilization of healthcare and/or criminal justice services within the County of Santa Clara.

The second category of PSH programs is the County's Project Welcome Home (PWH). While PWH is also managed by OSH, the program is California's first pay for success project (PFS) and uses social impact financing to reduce the risk to the County. The PFS model is a performance-based approach to contracting and procurement in which a state or local government makes payments only if and when a service provider achieves specified social outcomes. PWH has unique success

metrics and is part of a rigorous evaluation using a randomized control trial. Similar, to CCP programs, PWH's is to provide more optimal care for the County's most vulnerable and high-need patients. Specifically, this project focuses on clients who have frequent visits to and/or extended stays in emergency departments, in-patient hospitals, jail and other institutional settings. Unlike the remaining two PSH program categories, the CCP and PWH programs bring together diverse funding sources and local partnerships.

The Housing and Urban Development - Veterans Affairs Supportive Housing program (HUD-VASH) is the third category of PSH programs. HUD-VASH combines Section 8 rental subsidies with case management and medical services from the local VA hospital system. While the Housing Authority administers the rental assistance, the VA Palo Alto Health Care System (VAPAHCS) manages all referrals and provides all of the services. HUD-VASH has a priority for chronically homeless veterans, but serves other homeless veterans as well.

Finally, the fourth category of PSH include other programs that were funded or implemented prior to the CCP. Some of the programs in this category have been in operation for more than 10 years. Table 1 describes the four categories, their current capacity and their current utilization. Note that over the last two years, the OSH has been working with community-based organizations to reorganize the programs and bring more PSH programs under the CCP so that the programs could share performance measures and referral processes. This work is ongoing and will result in changes between the categories over time.

Table 1 – PSH Capacity, Enrollment and Housing Status as of July 30, 2017

Category	Capacity	Enrollment	Housed
CCP	1036	732	561
PWH	112	118	111
HUD-VASH	932	936	840
Other	1022	521	TBD
Total	3102	2307	1512

Exhibits

Exhibit 1 – Performance Measures for the CCP. Notably, the housing retention rate (defined as 12 consecutive months of housing) is close to 89%; the CCP's housing retention goal is 80%. In the month of July, 2017, 11 chronically homeless clients were housed through the CCP. Every six months, the OSH provides a more extensive report about the CCP to the HLUET. In that report, the OSH summarizes the effect that housing has on CCP clients. Overall, PSH programs reduce chronically homeless persons' utilization of high-cost safety-net services. The semi-annual report requires OSH and other County departments to link records across County databases and tally

utilization. Unlike the utilization reports that are prepared for PWH, the CCP utilization reports can take about a month to process. The last full report was provided in June 2017.

The County does not monitor the performance measures for HUD-VASH, but is working with VAPAHCS and the Housing Authority to develop and report on the program's performance measures. Similarly, the County is working with all of the service providers to collect and report on the performance measures for all of the PSH programs in the fourth category.

Exhibit 2 – Demographic Information for the CCP. The County is working with the other agencies to provide demographic information about the clients of HUD-VASH and other PSH programs.

Exhibit 3 – Performance Measures and Demographic Information for PWH. Program performance for PWH, including changes in service utilization, can be produced daily because the records linkage and data integration processes are automated. While the UCSF researchers must still prepare the official program evaluation, the attached reports are accurate representations of the program's progress. The OSH is working to expand PWH's management information system and analytical tools to the CCP.