



SAN DIEGO
HOUSING
COMMISSION

INFORMATIONAL REPORT

DATE ISSUED: January 30, 2020

REPORT NO: HCR20-022

ATTENTION: Chair and Members of the San Diego Housing Commission
For the Agenda of February 7, 2020

SUBJECT: December 2019 Reporting Update for City of San Diego's Housing Navigation Center

NO ACTION IS REQUIRED ON THE PART OF THE HOUSING COMMISSION

SUMMARY

The Housing Authority of the City of San Diego (Housing Authority) and San Diego City Council (City Council) require the San Diego Housing Commission (Housing Commission) to provide "regular reports on the performance of the Housing Navigation Center" (Housing Authority Resolution HA-1793), which will be provided in a monthly Informational Report at regularly scheduled Housing Commission Board meetings.

BACKGROUND

As part of the City of San Diego's (City) comprehensive approach to addressing homelessness and the Mayor's vision to increase the resources within the City's Homeless Crisis Response System and support regional efforts to ensure instances of homelessness are rare, brief and non-recurring, the City's Housing Navigation Center (HNC) was envisioned to serve as an entry point for the Coordinated Entry System (CES), provide core services to address housing crises, and help participants access a range of mainstream services that impact housing stability.

The Housing Authority approved an agreement between the San Diego Housing Commission (Housing Commission) and Family Health Centers of San Diego on November 13, 2018, via Housing Authority Resolution Number HA-1793, to operate the City's Housing Navigation Center at 1401 Imperial Avenue, San Diego, California 92113. The agreement was fully executed for an initial term of February 1, 2019, through January 31, 2020, with the option to extend the term for four additional one-year terms.

Tenant improvements to the building acquired by the City to house the HNC program began on September 16, 2019. Improvements were completed in November 2019 and the v opened its doors and began serving clients on December 3rd, 2019.

As the HNC operator, Family Health Centers of San Diego provides on-site intake, assessment, triage and referrals for permanent and longer-term housing opportunities. They assist individuals experiencing homelessness to identify immediate housing solutions, provide crisis management, access mainstream benefits important to addressing issues impacting housing stability, and work with partnering agencies for permanent housing and supportive service program linkages.

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On January 14, 2020 the Housing Authority approved Resolution HA-1849 to extend the initial contract term of the operating agreement with Family Health Centers of San Diego to June 30, 2020, to align the contract term with the Housing Commission's and City of San Diego's Fiscal Year. The resolution also authorizes the first option to extend the term of the agreement with Family Health Centers of San Diego for a six-month term, from July 1, 2020 through December 31, 2020, to provide a continuation of services under the agreement and allow for the completion of an evaluation by a third-party consultant, contingent on the City making funds available for such purpose during the City of San Diego Fiscal year 2021 budgeting process and approval.

MONTHLY REPORTING SUMMARY – DECEMBER 2019

The information below provides an overview of data reported by Family Health Centers of San Diego to the Housing Commission and captured in both the San Diego Regional Continuum of Care's Homeless Management Information System (HMIS) and Family Health Centers' internal database applications. Data included in this report summarizes services delivered on-site at the HNC as well as services provided in the field via outreach efforts. The HNC's team of Navigators began conducting outreach efforts months in advance of the physical site opening and this report summarizes data on those efforts from their outset on April 1, 2019 through December 31, 2019. The HNC's on-site program opened on December 3, 2019 and this report summarizes on-site activities taking place from the opening date through December 31, 2019.

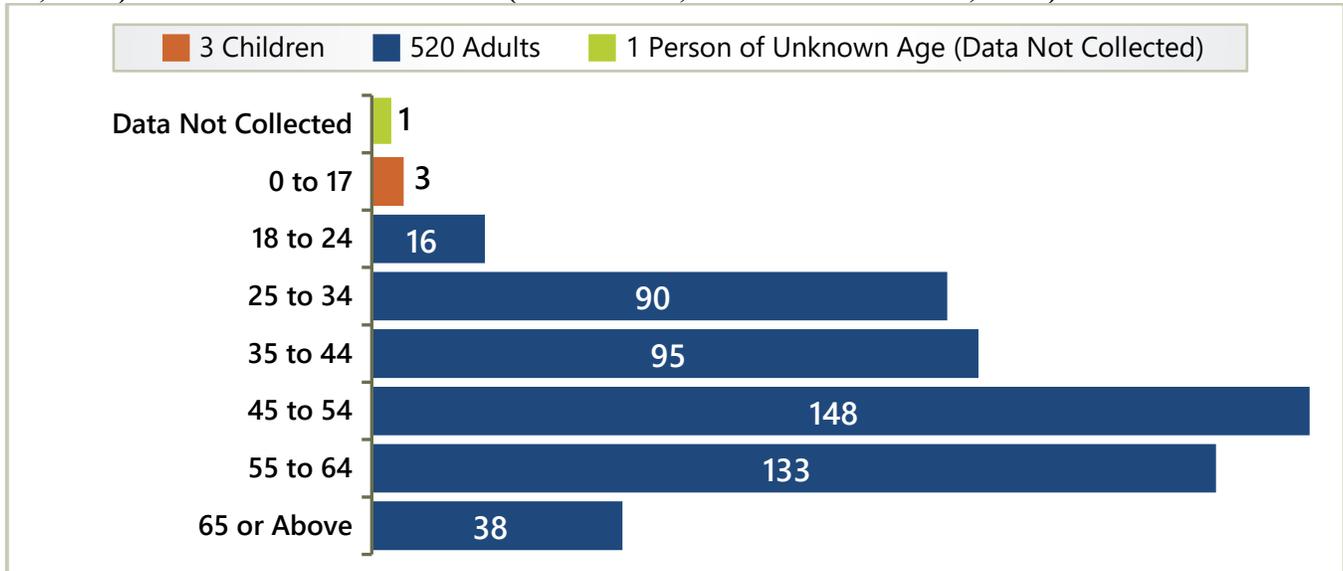
Data specific to on-site services in the first month of operations is limited for some elements due to the early stage of programmatic operations, ongoing alignment of the various database applications used to collect data for the program and changes that are currently being implemented to collect additional data points requested at the January 14, 2020, meeting of the Housing Authority. The Housing Commission is working with Family Health Centers of San Diego to update reporting mechanisms to capture all requested information starting on February 1, 2020. The first informational report including requested data in addition the regular data reported per the operator agreement will be submitted in March of 2020.

Data points that will be reported in future months as they become available include:

- *Referrals vs. Walk-In's to the HNC*- Whether persons served were referred to the site or walked in.
- *Recidivism Data* - Data on recidivism will be collected, but will not be reported on until at least the seventh month of operations, in alignment with regional reporting standards related to recidivism which require tracking data on persons who have exited to permanent housing at least six months prior to the reporting month to assess returns to homelessness.

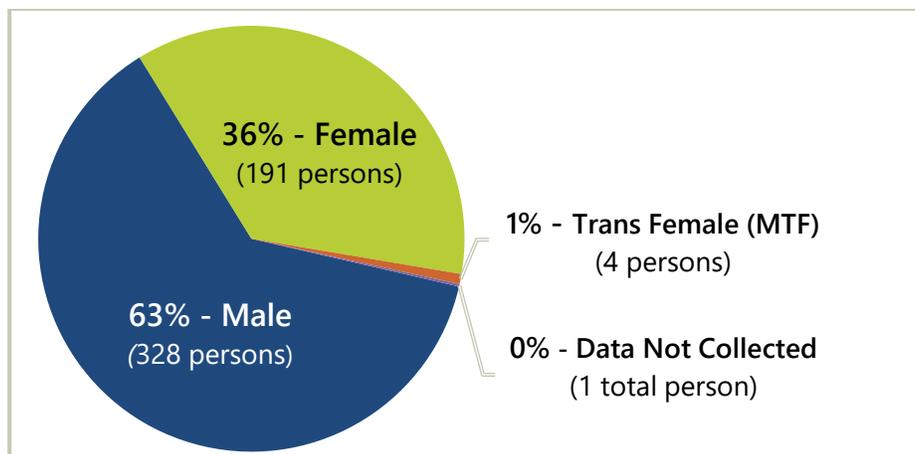
A total of 524 unique persons received services through the HNC program. The summary in tables one and two includes demographics of the population served through all program services as of December 31, 2019, including both services delivered via outreach efforts over several months, and services delivered in the first month of the on-site program's operations.

Table One: Age Distribution of All Persons Served by HNC Outreach (April 1, 2019 – December 31, 2019) and HNC On-Site Services (December 3, 2019 – December 31, 2019)



While data currently available on the number of adults and children that have accessed HNC services is included in the above chart, staff report that these figures do not accurately reflect the total number of children served due to identified data quality issues. After identifying this data quality issue, Family Health Centers’ staff have been working to update HMIS data on all child members of family households who have accessed the site. The March informational report will include updated data on households that include children. Despite the limited data currently available, Family Health Centers’ staff have served families on-site regularly and noted anecdotally that both on-site staff and partner service providers who staffed the site in the first month of operations noted that they experienced more families with young children accessing the site than anticipated.

Table Two: Gender of All Persons Served by HNC Outreach (April 1, 2019 – December 31, 2019) and HNC On-Site Services (December 3, 2019 – December 31, 2019)



Tables three and four summarize information on the race and ethnicity of persons who accessed the HNC’s outreach and on-site services. This information was collected through two questions required as part of data collection in HMIS, which asks respondents to report their race from a list of five standardized responses and their ethnicity from a list of two standardized responses. The table below summarizes responses to both of those questions for persons served by the HNC.

Table Three: Racial Demographics of All Persons Served by HNC Outreach (April 1, 2019 – December 31, 2019) and HNC On-Site Services (December 3, 2019 – December 31, 2019)

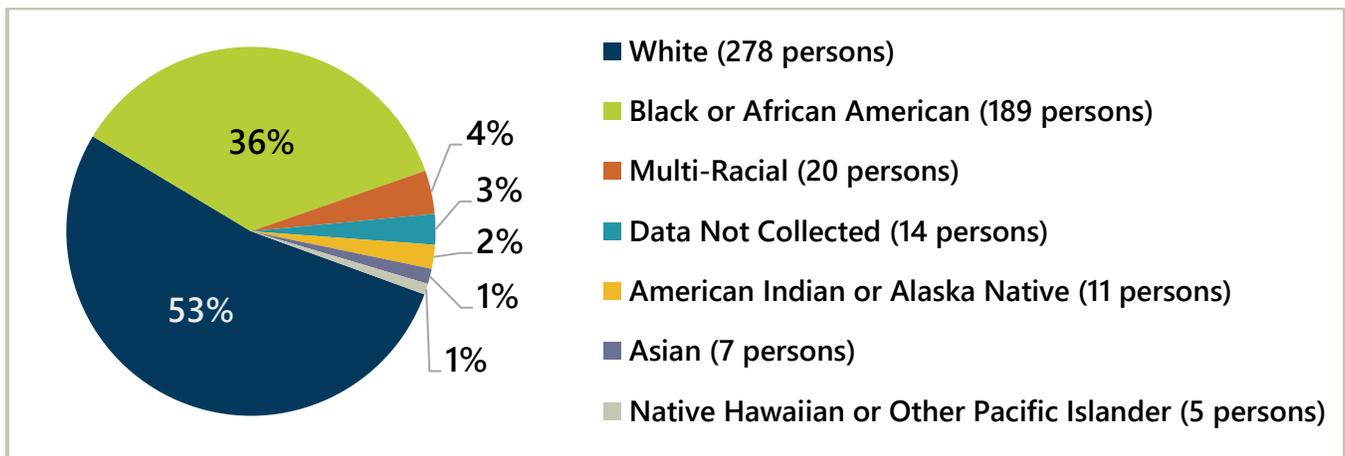


Table Four: Ethnic Demographics of All Persons Served by HNC Outreach (April 1, 2019 – December 31, 2019) and HNC On-Site Services (December 3, 2019 – December 31, 2019)

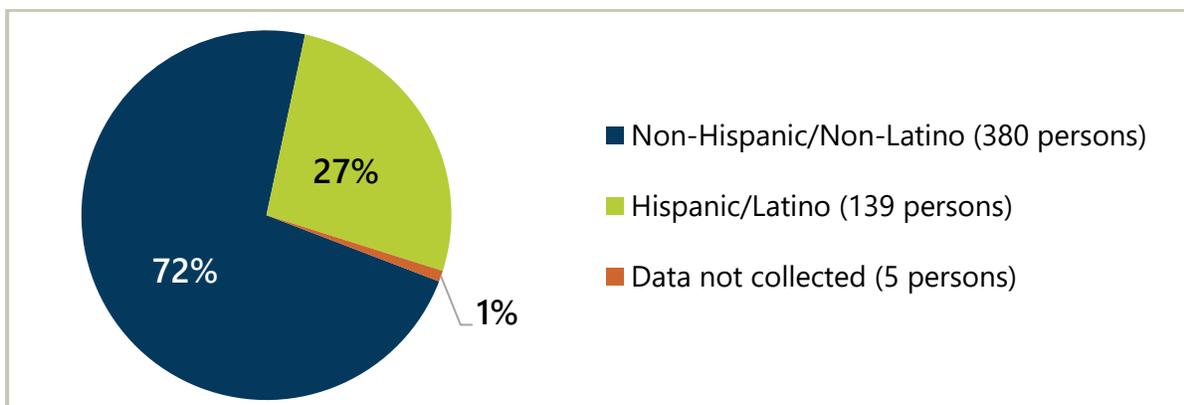
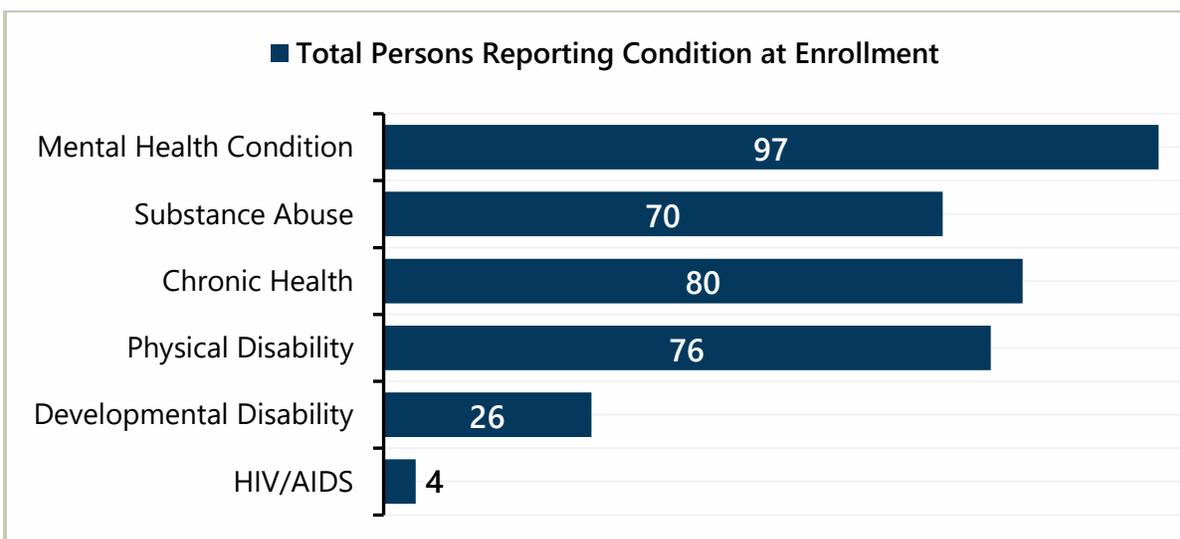


Table Five describes the disabilities and health conditions that persons served on-site and via outreach reported upon enrollment. This data is based only on self-reported responses to a standard set of questions required as part of enrollment in HMIS, which includes six questions that ask participants to identify whether they experience specific disabilities and health conditions. Responses are not representative of the diagnosed conditions of all persons served by the HNC, given the specific set of potential responses and the self-reported nature of the information.

179 total persons, or 34% of all persons served, reported one or more current disabilities or health conditions. Of those who reported a disability or health condition, 122 persons expected one or more of those conditions to be of “long-continuing or indefinite duration” and reported that they “substantially impair their ability to live independently¹”. 66 total persons (or 13% of all persons served) met the criteria to be considered chronically homeless (based on available HMIS data history).

Table Five: Disabilities and Health Conditions Reported by All Persons Served by HNC Outreach (April 1, 2019 – December 31, 2019) and HNC On-Site Services (December 3, 2019 – December 31, 2019)



Summary of HNC On-Site Services and Activities

The HNC began serving clients on-site on December 3rd, 2019. The site is open Monday Friday from 7 am to 7 pm and Saturday and Sunday from 8 am to 12 pm.

In the first month of operations, the HNC served 114 total persons. 78% of persons served on-site were connected to a Housing Navigator in the reporting period of 25 persons accessed the site to learn more about services provided, seek information about specific partners or referrals available or inquire about other basic services provided but have not yet engaged with a Housing Navigator. The intention of the program is to continue to engage persons accessing the site until they are willing to engage in Housing Navigation and Case Management services. The following table summarizes data on services provided during the first month of on-site operations.

¹ This language is included among HMIS intake questions regarding disabilities and health conditions and references this sample intake form provided by BitFocus (the vendor that distributes Clarity, San Diego’s HMIS software) and found here: <https://bitfocus.app.box.com/v/CoC-Intake-HMIS-2020>

Table Six: Summary of Services Provided On-Site at the HNC during December 2019

Summary of Services Provided On-Site at the HNC (12/3/19–12/31/19)	
Total Persons Served	114
Participants connected to a Housing Navigator	89
Number of Participants not yet connected to a Housing Navigator	25
Number of Participants Placed into Permanent or Longer Term Housing	0
Average Time to Permanent Housing Placement for Participants	N/A ²
Number of Resource Referrals Provided to Participants	157
Number of Participants Linked to Community Support Services	79
Number of Participants who Received Onsite Medical Triage Services ³	14
Number of Participants who Received Onsite Public Health and Public Benefits Enrollment Assistance Services	19
Number of Participants who Received Onsite Mental Health Services	5
Number of Participants who Received Onsite Substance Use Disorder Services	0
Number of Participants who Received Onsite Life Skills Classes	0
Number of Participants who Received Mail Services	0
Number of Participants who Received Telephone and Messaging Services	30
Number of Participants who Accessed Computers	12
Number of Participants who Received Transportation Assistance (bus passes or transport to offsite services by HNC shuttle driver)	36
Number of participants who Attended Onsite Group Sessions	0

Other services that will continue to increase in volume in the coming months include mental health and substance use services. The program’s on-site mental health care provider transitioned on site two days a week during the first month but will continue to increase moving forward. During the days the mental health clinician was on-site in the first month, she saw five clients and had a total of six sessions which included psychological evaluations and brief emotional/behavioral assessments. An additional three participants were referred to another Family Health Centers program off-site where

² *This metric is not available this month due to the fact that there were no exits to permanent housing by participants served on-site Housing Navigation Center.

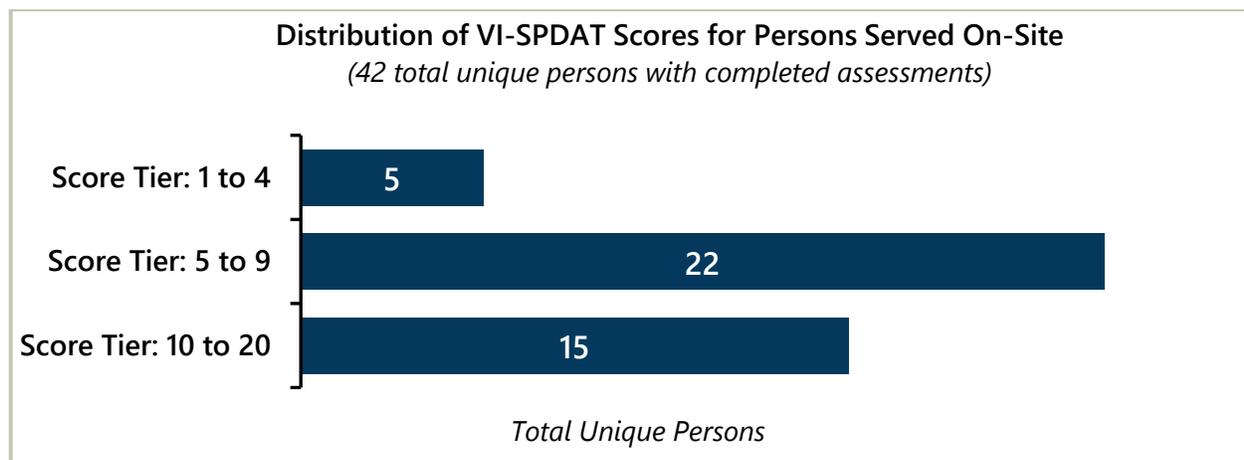
³ The Family Health Center’s mobile medical clinician met health-related needs of participants on the providing a tailored suite of healthcare related services due to restrictions posed by pending clinic licensure, which included basic health education, medication refills assessment of medical needs for purposes of referral to care and transports to urgent care, clinic sites or emergency care to meet identified needs.

they received mental health services. While substance use disorder (SUD) services were not provided by HNC staff in the first month of operations, four total program participants were referred for services to an off-site Family Health Centers SUD counselor.

In addition to completing intake with participants, assessing needs and referring to appropriate service providers, Navigators serving participants at the HNC may complete the Coordinated Entry System (CES) “Triage Tool” assessment. The Coordinated Entry System, is the coordinated process through which housing resources dedicated to persons experiencing homelessness in San Diego County’s Continuum of Care are prioritized and referred to housing resources. When appropriate, Navigators complete the assessment with participants which includes within it the VI-SPDAT assessment tool. The participant’s score on the Triage Tool assessment helps provide information on vulnerability that informs prioritization for housing resources provided through CES.

The table below summarizes the distribution of VI-SPDAT assessment scores for participants served on-site at the HNC during the first month of operations. Please note, the regional approach to triage assessments for coordinated entry no longer recommends that all persons engaging in homeless services and entered into HMIS should immediately be administered the VI-SPDAT. Therefore, the number of persons receiving services at the HNC will not match the number of persons with a VI-SPDAT score. As the regional approach to coordinated entry continues to evolve, Commission staff will determine the most appropriate data points to report on to reflect participant demographics in relation to level of need, therefore reported data points may change over time.

Table Seven: Distribution of VI-SPDAT Assessment Scores for Participants Served On-Site at the HNC during December 2019



The tiers of VI-SPDAT scores included in the chart above are intended to indicate general acuity and needs of persons assessed using the VI-SPDAT tool:

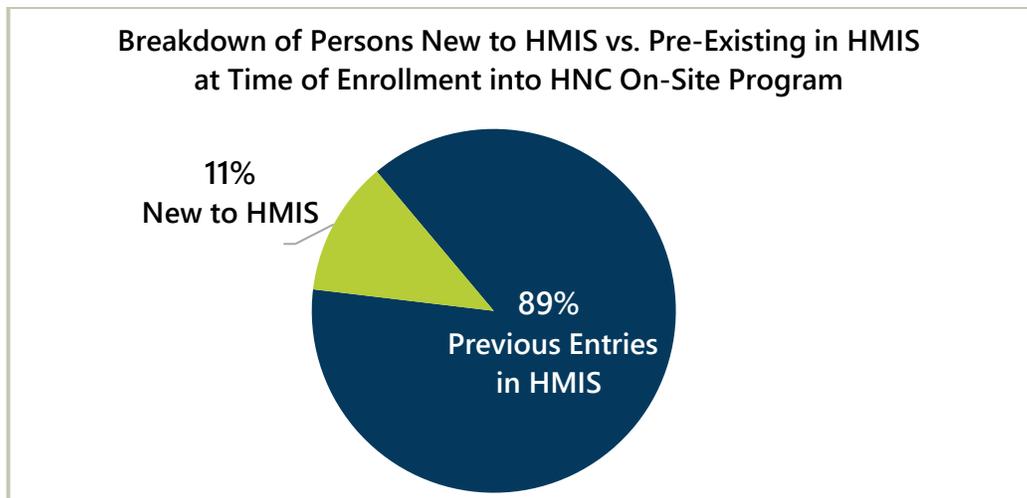
- Individuals scoring within tier one to four are anticipated to need minimal to no intervention to transition into permanent housing independently.
- Individuals scoring within tier five to nine are anticipated to need moderate supportive services and short to longer term housing subsidy resources to successfully transition to permanent housing.

- Individuals scoring within tier ten or above may need longer term or permanent supportive housing with wraparound services to achieve long term housing stability.

As part of Family Health Centers' agreement to operate the HNC, they are required to enter data into the Homeless Management Information System (HMIS). HMIS data helps inform the city and county's system-wide understanding of San Diego's homeless population and homeless service system. It also enables the storage of historical data on the needs of and services provided to persons experiencing homelessness. Additionally, having an assigned unique identifier in the HMIS system is needed for a person experiencing homelessness to be considered to receive a potential referral to housing through the Coordinated Entry System.

Eleven percent of all participants served at the HNC during December 2019 were new to HMIS, with no previous data entered.

Table Eight: Proportion of Persons New to HMIS vs. Pre-Existing in HMIS at Time of Enrollment into HNC On-Site Program



Summary of HNC Outreach Services and Activities

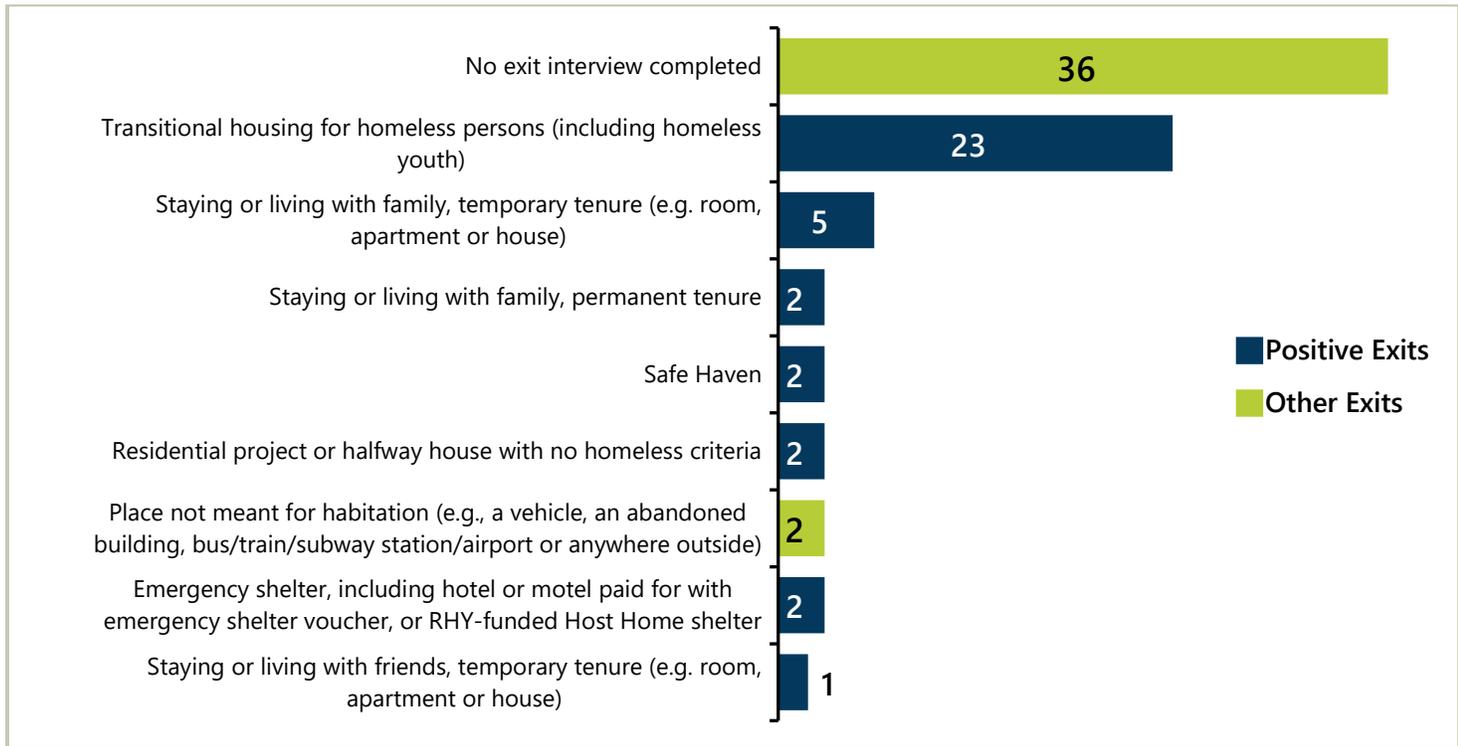
The information below provides an overview of data captured on services provided through the HNC's outreach efforts. As Family Health Centers ramped up staffing, they focused their team on outreach efforts. The HNC staff began conducting initial outreach in April 2019 and continued to ramp up services over time as staff were onboard and trained.

As of the end of December, 1,428 contacts were made with 424 unique persons through HNC outreach efforts since they began in April 2019. Navigators have enrolled for ongoing services 238 unique clients (of the 424 engaged) since April 2019, meaning that they have been able to build sufficient rapport with 45% of persons served through outreach efforts that they could begin providing case management and housing navigation services in the field, completing assessments with unsheltered persons, developing case goals and referring to services to assist them in meeting identified needs.

Navigators conducting outreach provided 339 total referrals to services, including medical services, bridge shelter and mental health services, among others.

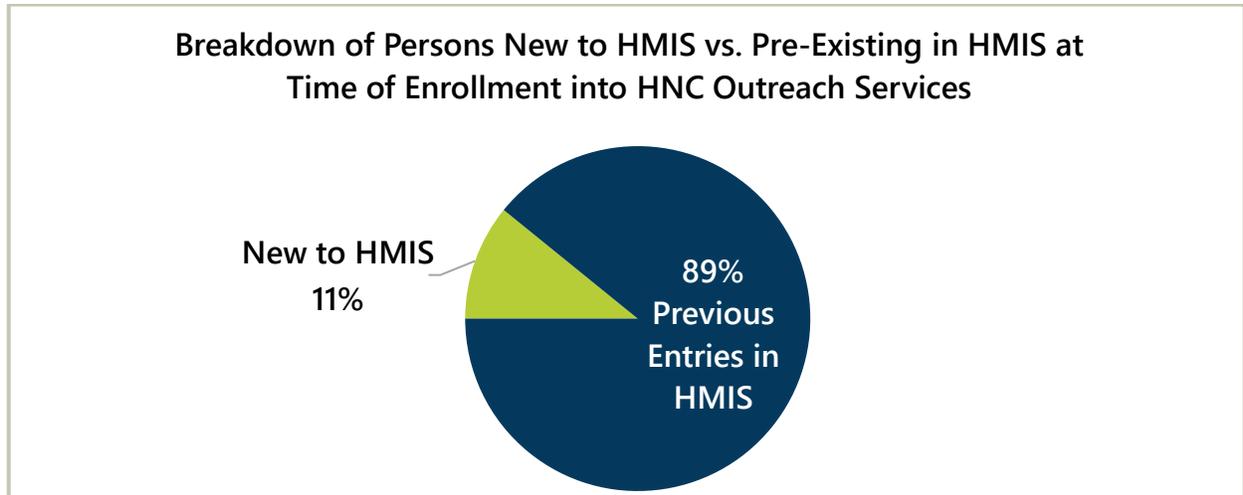
One of the early successes of outreach efforts to date is that, of the 75 persons who have exited outreach services as of December 31st, 2019, 49% have exited to positive destinations. The Department of Housing and Urban Development defines positive exits from outreach programs as exit locations other than the streets, including shelter, transitional housing, family reunification and permanent housing. The destinations of all persons who have exited from HNC outreach services thus far is summarized in table nine.

Table Nine: Exit Destinations for All Persons Exited from HNC Outreach Services between April 2019 and December 2019.



Eleven percent of all participants served through HNC Outreach during December 2019 were new to HMIS, with no previous data entered.

Table Ten: Proportion of Persons New to HMIS vs. Pre-Existing in HMIS at Time of Enrollment into HNC Outreach Services



COMMUNITY ENGAGEMENT

Prior to the opening of the HNC, Family Health Centers of San Diego, sought the input of residents in the East Village neighborhood surrounding the site to ensure a successful partnership with the community.

A Neighborhood Advisory Committee (NAC) was formed, and meetings are held with representatives from the East Village Community, including the East Village Residents Association. Representatives from Family Health Centers of San Diego, the Housing Commission, the San Diego Police Department, the City’s Environmental Services Department, the Mayor’s office, the Office of Councilmember Ward, the Office of Supervisor Fletcher and the County of San Diego Department of Health and Human Services.

Meetings of the NAC were held in September and October 2019, then temporarily paused while tenant improvements on the building were completed in November 2019. Recently, NAC meetings resumed on Tuesday January 21, following the December site opening. Updates on services were provided as well as a presentation on developing data collection and reporting tools that would enable community access to information on the program. NAC meetings will continue on a monthly basis, to provide a venue for community members to provide input on program operations within the East Village to Family Health Centers, the Housing Commission and the City and also allow the program’s partners to share information and provide updates to the community.

Commitment of Partner Service Providers to Provide On-Site Services

In addition to engaging the community around the HNC, Family Health Centers has engaged over 30 partner service providers in discussions about service partnerships at the HNC. 25 partnership agreements have been executed and two other partners have agreed to provide services regularly with informal commitments, as needs determine.

Family Health Centers held a partner kick-off meeting in November 2019 to bring together service providers and share updates in advance of the site’s opening. Within the first month of operations,

Family Health Centers staff also provided orientations for all service provider partners who have begun providing services on-site, ensuring that all partners are fully trained on how to check in and out of the building’s partner data system, are aware of how to reserve rooms in the HNC for their use and are comfortable with the client workflow in and out of the offices and spaces that they provide services in on-site.

Family Health Centers has developed a schedule of partner services for providers who have started phasing service delivery on-site to ensure that partners and persons accessing services are informed and aware of what services are available and when. The schedule includes full time staffing from Home Start, Inc. and the San Diego County Health and Human Services for public health and eligibility benefits. Other partners fully stationed on-site include Serving Seniors, the National Alliance on Mental Illness (NAMI) in San Diego, Downtown San Diego Partnership’s Family Reunification Program, Urban People Living In Faith & Trust (UPLIFT), and Community Research Foundation’s Areta Crowell program. Other partners determine the number of hours on-site as needed and schedule time through the Family Health Centers staff and the web-based scheduling system.

Table eleven summarizes partners that have made commitments to provide services on-site at the HNC.

Table Eleven: Service Provider Partners who Committed to Providing Services at the HNC

Service Provider Partner Agreements/Commitments		
2-1-1 San Diego	McAlister Institute	The Regional Task Force on the Homeless
Alpha Project for the Homeless	Mental Health Systems	The Salvation Army
Community Research Foundation	National Alliance on Mental Illness	Telecare
Dreams for Change	People Assisting the Homeless	UPLIFT
Downtown San Diego Partnership	Recovery Innovations	Department of Veterans’ Affairs San Diego Healthcare System
Father Joe’s Villages & Village Health Clinic	San Diego LGBT Community Center	Volunteers of America
Home Start, Inc.	San Diego Rescue Mission	Veterans Villages of San Diego
Interfaith Shelter Network	San Diego Workforce Partnership	Helen Woodward
Legal Aid Society of San Diego	Serving Seniors	Dept. Motor Vehicles

Community Events, Training and Resources Provided to Community Partners

Family Health Centers has prioritized making the HNC a shared and collaborative space where community partners can hold their own meetings, attend community events that Family Health Centers hosts and visit to tour the site and learn more about the program.

An array of community partners have begun holding regular meetings and events at the HNC. Thus far, the Regional Task Force on the Homeless has provided multiple diversion-focused trainings led by Iain DeJong with Org Code, 2-1-1 San Diego and the Homeless Service Provider Alliance have begun

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holding regular community meetings on-site, and the Housing Commission has moved its monthly outreach case conferencing meetings to the HNC.

Family Health Centers intends to provide ongoing training to build skills and knowledge that enhance staff ability to effectively identify and address the individual needs of persons experiencing homelessness and move them towards permanent housing. Several large trainings have been held on-site in the first month of operations, including “Basic Understanding of Transgender Issues and Intersectionality of Identities”, and “Trauma-Informed Care & Motivational Interviewing”. Trainings are open to staff from Family Health Centers and all HNC partners. Additional community training sessions on topics including motivational interviewing, ethical boundaries and non-binary gender identities have been scheduled for late January 2020.

Respectfully submitted,
Approved by,

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Hard copies are available for review during business hours at the security information desk in the main lobby and at the fifth floor reception desk of the San Diego Housing Commission offices at 1122 Broadway, San Diego, CA 92101 and at the Office of the San Diego City Clerk, 202 C Street, San Diego, CA 92101. You may also review complete docket materials in the “Governance & Legislative Affairs” section of the San Diego Housing Commission website at www.sdhc.org.