

Supportive Housing for Frequent Users of the Homeless and Criminal Justice Systems

FUSE & JIR Programs, Los Angeles
NACo Smart Justice Forum, January 31, 2013

The Source for
Housing Solutions



CSH is a national non-profit organization that advances solutions that use housing as a platform for services to improve the lives of the most vulnerable people, maximize public resources and build healthy communities.

We offer capital, expertise, information and innovation that allow our partners to use supportive housing to achieve stability, strength and success for the people in most need.

Why We Do It: Lavelle's Story

- Lavelle has been arrested more than 150 times, largely for quality-of-life crimes
- He suffers from schizophrenia, depression, and drug addiction
- Has had inconsistent mental health care and multiple encounters with drug treatment programs
- He has spent most of the last 12 years on a revolving door between streets, shelter, hospitals, and jail



CSH's Frequent User Systems Engagement (FUSE) Initiative

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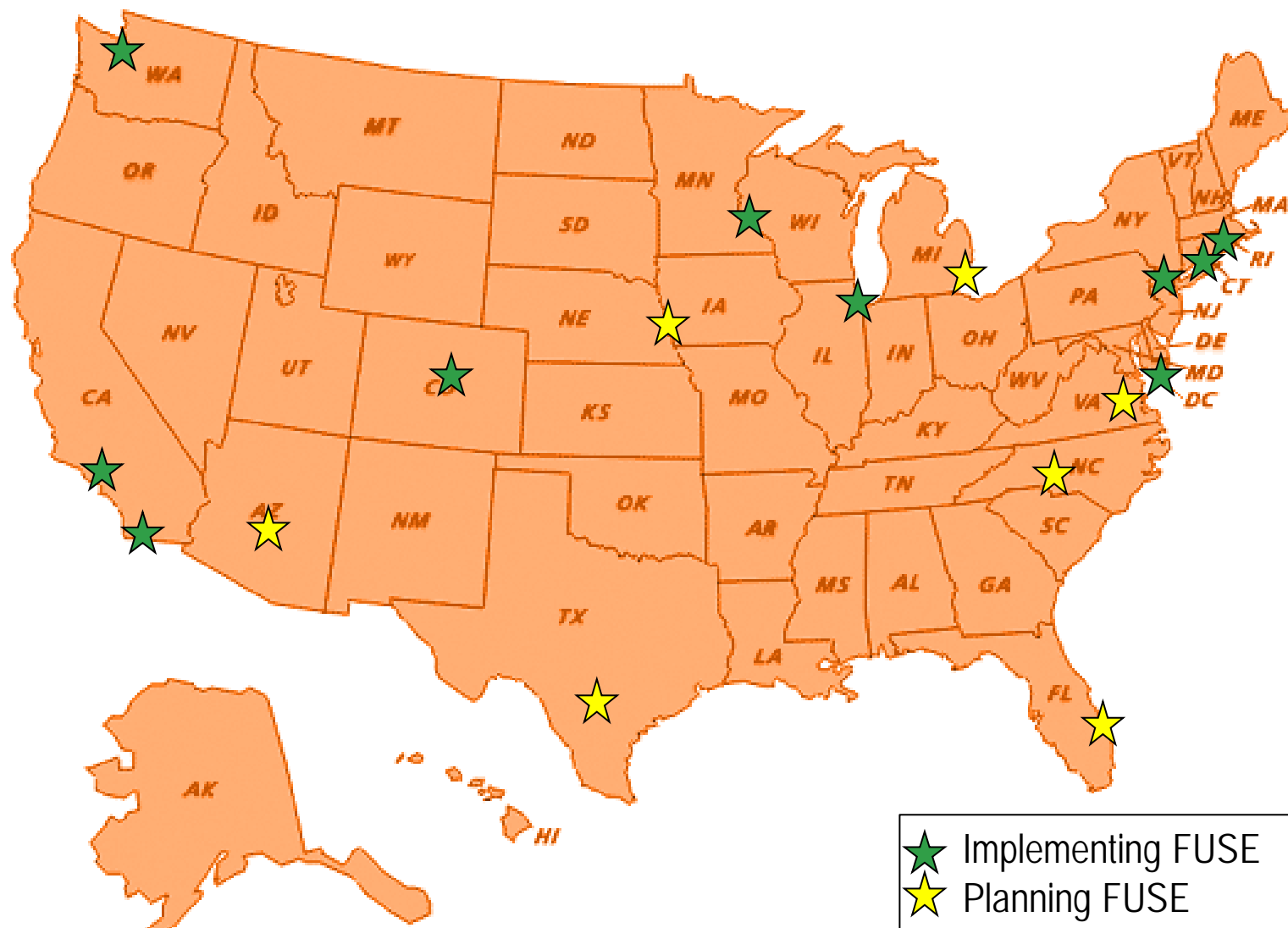
Frequent User Systems Engagement: A CSH Signature Initiative

- Thousands of people with chronic health conditions cycle in and out of jails, diversion courts, and homelessness - at great public expense and with limited positive human outcomes.

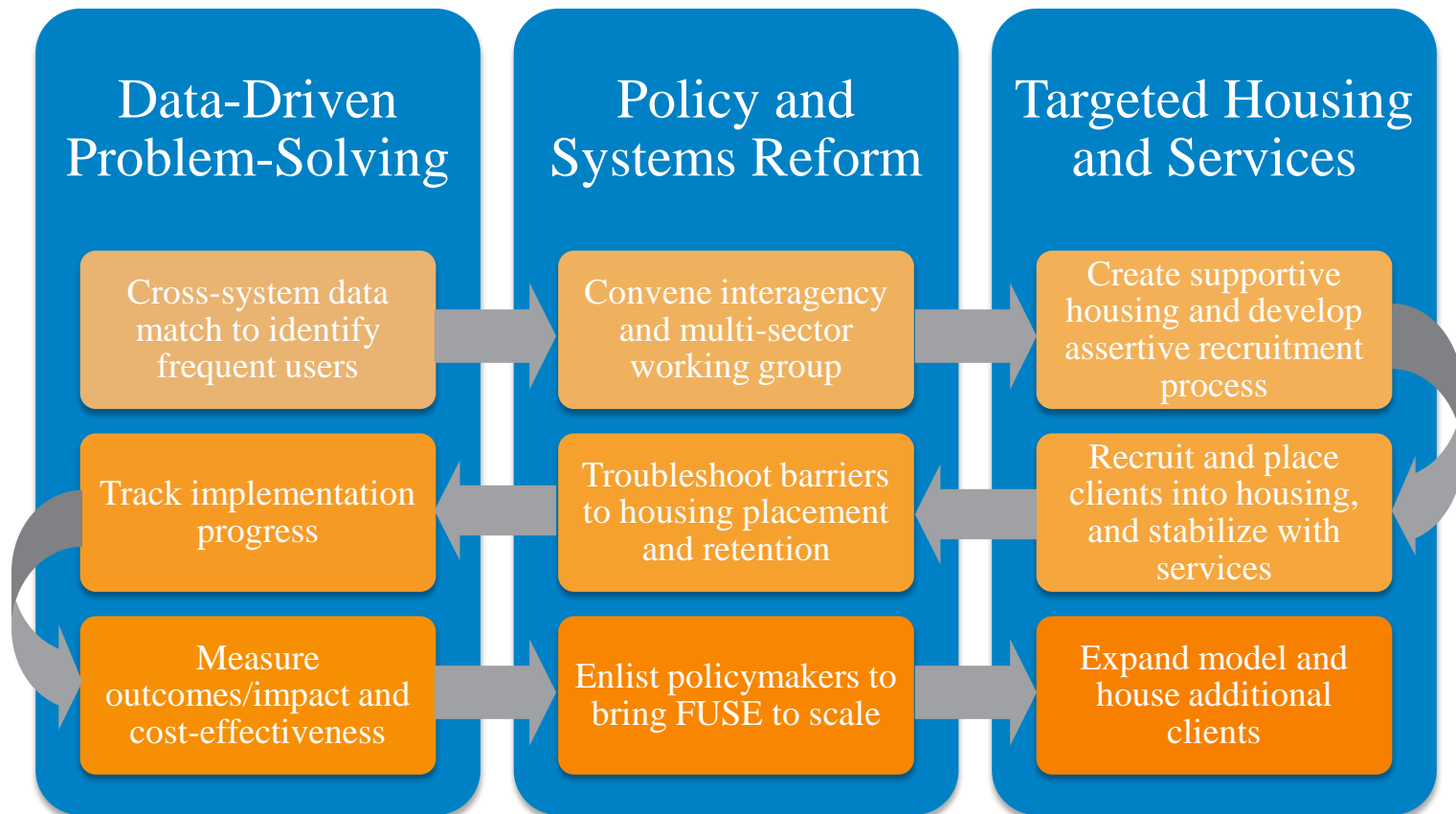
Many, and some cases all, these costs are borne by Counties

- Targeted supportive housing for this most vulnerable and costly of this group can reduce costs while getting better outcomes
- By finding a solution to the frequent user issue, the FUSE program serves as a catalyst for system change

Sites Implementing or Planning FUSE Initiatives



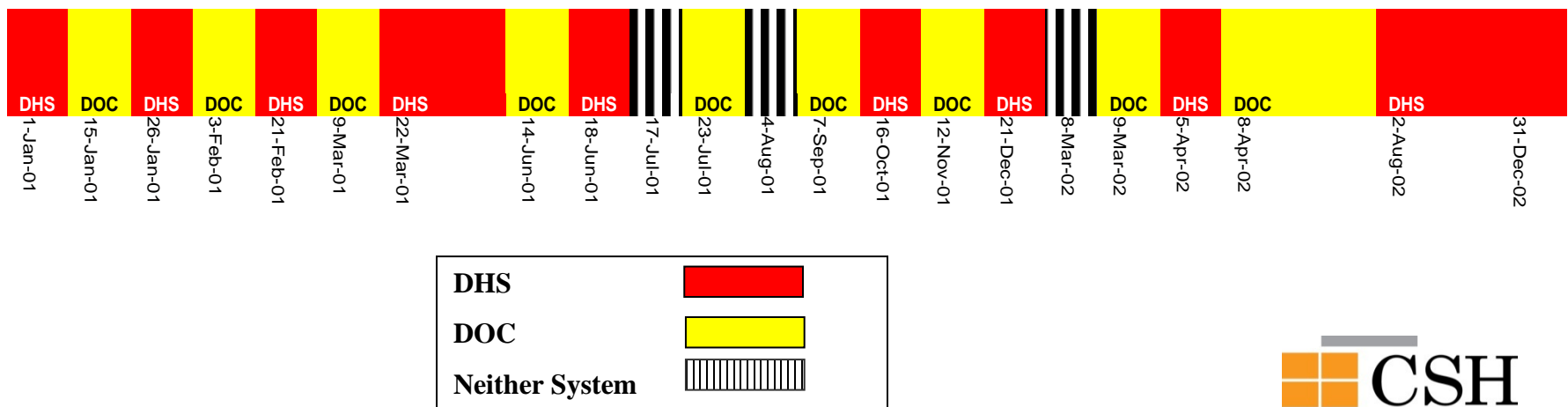
The FUSE Blueprint: 3 Pillars, 9 Steps



The Beginning: New York City FUSE

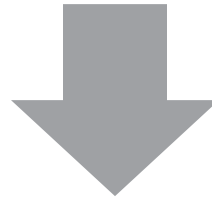
- Demonstration program designed to test whether supportive housing with enhanced engagement services can break cycle of homelessness and incarceration among individuals who are known “frequent flyers” of jail and shelter
- Supportive housing with “front-loaded” intensive case management services for 190 frequent users of jail and shelter, identified through pre-generated data match

Frequent User Case Study



Cross-System Data Match Provides Recruitment List

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10N01&1?
LA8&28&\$



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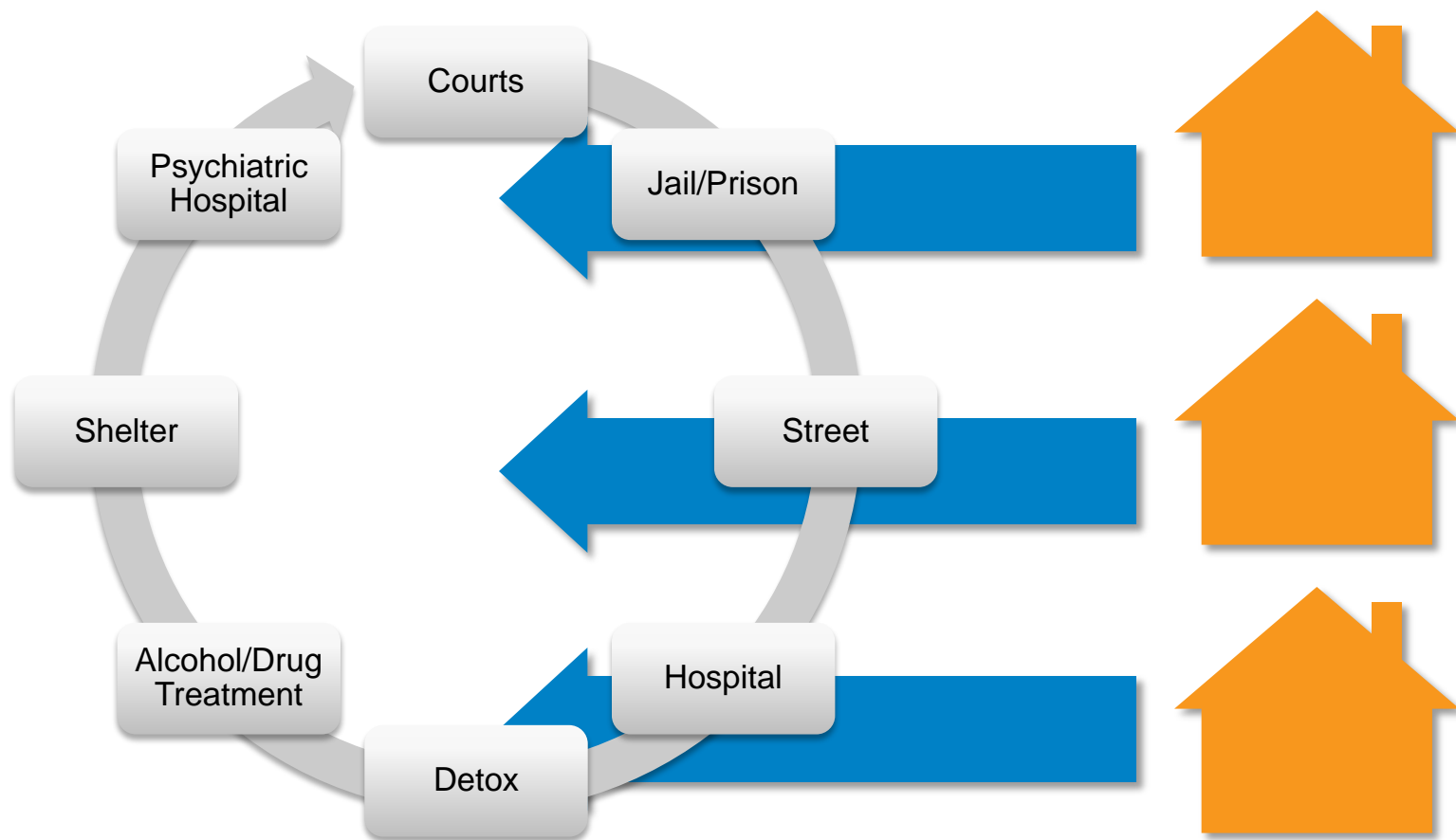
L&81!NA8
A2OFAN(1
0187&1?3

NAME	CLIENT_ID	DOC_LOS	DHS_LOS	SHELTER	DOCFacility
McMahon, A	9862966231	45	98	Mens Shelt	EMTC
Keaton, K	9862966248	64	132	Urban Minis	BBKC
White, L	2511910236	75	64	Womens Shel	RMSC
Rysman, M	7890826000	23	156	Skid Row HT	EMTC

FUSE Saves \$: Jail-Shelter Cost Offsets from NYC FUSE

	DOC		DHS	
	FUSE	Comparison	FUSE	Comparison
Average Days Pre	52.8	45.0	58.2	26.6
Average Days Post	25.0	36.0	4.6	7.0
Average Days Avoided	27.8	9.0	53.6	19.6
% Days Avoided	53%	20%	92%	74%
% Reduction Attributable to FUSE	33%		18%	
Days Reduced Attributable to FUSE	17.2		10.7	
Per Diem Jail/Shelter Cost	\$129		\$68	
Annual Cost Offset Per Person	\$3,586		\$3,645	
Adjusted Annual Cost Offset Per Person	\$2,224		\$729	
Annual DOC & DHS Cost Offset Per Person	\$7,231			
TOTAL DOC & DHS Cost Offsets for 190 Individuals	\$1,373,890			

Assertive Recruitment Through Jail, Shelter, Hospital In-Reach



A Community Approach: Sample County Stakeholders & Roles

Partner	Role
County Community Support Services (CSS)	Project lead; provides oversight, coordination, and management of stakeholders; property management; quality assurance; employ case managers to provide housing stability and other services to program participants (not typical role)
Provided Services Organization	Leverage relationship to services and providers for behavioral health services; review of clinical concerns
County Criminal Justice Services	Data matching, program oversight, policy advocacy, service enhancement funding, facilitate shelter in-reach; provide referrals to CSS case managers
Men's Shelter/other county shelters	Assistance with locating potential program participants, referrals to CSS case managers, temporary housing while tenant is engaged and housing is located
Housing Authority	Can administer vouchers, master lease apartments, provide property management
CSH	Technical assistance around program design and implementation, training and peer learning
University	Program evaluation, report on outcomes and impacts

Supportive Housing: What does it look like?

- Section 8 Housing Choice Vouchers (or State rental assistance programs) + Mobile Intensive Case Management Services
- Unit set-asides in new supportive housing buildings or existing supportive housing with turnover
- Providers trained in Motivational Interviewing, navigating criminal justice system, harm reduction, recognizing “symptoms” of incarceration



- Low case manager-to-client ratio (1:10 – 1:15)
- Case manager role as “client advocate” and “failure preventer”
- Emphasis on reduction of “risky behaviors”
- Non-judgmental, client-centered counseling
- Team approach to services delivery



“Systems Change” Through Case Coordination

- Monthly implementation monitoring meetings to track recruitment, housing placement, housing retention, and recidivism prevention



- Case conference and intervention in cases of re-arrest or re-hospitalization
- Wraps “system of care” around tenants with supportive housing provider in central coordinating role

The Just In Reach Program in LA County

The Source for
Housing Solutions



Just in Reach is public/private collaboration that relies heavily on coordination of effort and leveraging of resources from a number of experienced, high capacity organizations and leadership and engagement from the LA County Sheriff's Community Transition Unit.

- **LASD**
- **Amity Foundation**
- **Good Will Industries**
- **Volunteers of America**
- **Weingart**
- **Tarzana Treatment Centers**
- **CSH**
- **Hilton Foundation**
- **LAHSA**

Just In Reach: LA County Jail and Community Providers



■ Target Population

- Hardest to serve population of repeat offenders caught in a cycle of recidivism and frequent crisis system use.
- Individuals, including AB 109, at risk of being homeless upon release.
- Individuals who have been identified as high and medium acuity i.e.:
 - Limited employment history and educational achievement,
 - Substance abuse, health or mental health challenges
 - Disabilities such as serious mental illness and chronic health and substance abuse issues that require longer-term services and housing.

■ Identifying Target Population

- LA County COMPASSPOINT system can be used to identify inmates for in-reach by county mental health workers and community housing providers, as well as track inmates' release status and other critical data.

- **In comparison to the LA County Jail's general population recidivism rate of 70%, the JIR program's recidivism rate of 34%** was a major improvement – made all the more remarkable because JIR clients are considered the hardest to serve population of high utilizers.
- 618 inmates were enrolled in the program
 - 169 were placed in short term housing
 - 124 clients were placed in long term housing, including new leases and reuniting with family while receiving JIR support services.
 - 63% of clients placed in permanent housing were still housed after six months.
 - 122 job placements occurred; 52% of total enrollments were employment eligible.

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