LINC

LOCAL INTEGRATED NETWORKS OF CARE

Homeless Community Support Services

"Building trust in our local communities"

Vision & Mission Statement

LINC Vision Statement:

Communities are sustainable and have key resources available to them in times of need in order for individuals to live healthy, vibrant lifes

LINC Mission Statement:

To connect consumers to service providers within a community who are in need of "safety net services"

These services include:

- Safety/Security (Do you feel endangered?)
- Food (Are you hungry)?
- Shelter (Do you have a bed)?
- Medical/Mental Health Services
- Job Readiness/Specialized Skills

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Background

In October 2012, a team of leaders from the Safety Net Innovation Network formed a collaboration called Intentional Integration with the objective of building a prototype in Concord, CA on how to best serve those in need of safety net services. This collaboration is now called LINC (Local Integrated Networks of Care).

Who We Are
Local community non-profits, government agencies and community leaders

Who We Service
The consumer and the non-profit sector

How We Provide Services
Via points of entry in a given city and a website (information is shared on how to access "safety net services")

Our Initial Target Community
- Concord/Homeless and AB109 Returning Citizens (as plan is developed)

Our Goal

Provide information on local level "safety net services" via effective educational tools and/or resources. These services include:

- Safety/Security (Do you feel endangered?)
- Food (Are you hungry)?
- Shelter (Do you have a bed)?
- Medical/Mental Health Services
- Job Readiness/Specialized Skills

Our Objectives

- ***Provide a safe, compassionate and caring environment for services via "no wrong doors"***
- ***Develop trust with consumers via warm hand-offs*** to those organizations that are part of the LINC collaboration
- ***Use a "coordinated assessment"/referral approach*** to helping the consumer
- ***Drive consumers towards "prevention programs"*** through education/ information sharing
- ***Create economic sustainability*** (personally and within the local community)
- ***Identify language requirements/cultural development needs***

Local Integrated Services of Care (LINC) Collaborating Members

- Gail Kinsley-Dame - Community Counseling Centers/John F. Kennedy University/Executive Director
- Arturo Castillo - Contra Costa Behavioral Health Homeless Program/Program Manager
- Marilyn Fowler- Concord Chamber of Commerce/Chief Operations Officer
- David Gerson - Loaves & Fishes of Contra Costa/Executive Director/Martinez Point of Contact
- Antoinette Harris - EMQ Families First/Regional Manager
- Mike Van Hofwegen – Monument Impact/Executive Director
- Robin Heinemann - Concord Police Department/Lieutenant Watch Commander
- Shayne Kaleo - Anka Behavioral Health Services/Regional Director of Contra Costa County Housing and Homeless Services
- Felton Mackey – Shelter, Inc./Outreach Specialist/Supportive Services for Veterans Families
- Sandra Scherer - Monument Crisis Center/Executive Director
- Pamela Singh - Wellness City Challenge/Executive Director, Planting for the Future Foundation/CEO, LINC Project Coordinator
- Larry Sly - Food Bank of Contra Costa and Solano/Executive Director
- Doug Stewert - Central County Homeless Outreach Program/Founder
- Donna Van Wert – Workforce Development Board of Contra Costa County/ One-Stop Operator Consortium Administrator
- Mark Westwind - Westwind Associates/Open Issue, LLC/Enterprise Valuations/Business/Technical Consultant, Certified Salesforce Developer

Phase 2

Antioch - Sean Wright - Antioch Chamber of Commerce/Chair

Richmond - Erwin Reeves – Richmond Community Foundation/Chief Community Investment Officer

Walnut Creek - Donna Columbo - Trinity Center/President and Board Chair

Current Environment –
Internal Consumer Service Process

- Today, multiple government agencies, non-profits, etc. are committed to serving those in need of the "safety net" in Contra Costa County. The safety net includes services related to:
  - safety/security
  - shelter
  - food
  - medical/mental health services
  - education
  - job readiness/specialized skills
  - job referrals.
- **In order to manage the services, multiple systems are utilized from home-grown systems to vendor supported systems. It is this lack of uniformity and standardization in managing data that leads to:**
  - inefficient operations including but not limited to redundancies in services and associated costs
  - inability to have a 360 degree view of consumer/clients needs
  - inability to project/forecast future needs to best serve the customer/clients needs
  - inability to identify best practices in creating prevention models to limit the need of the safety net, etc.
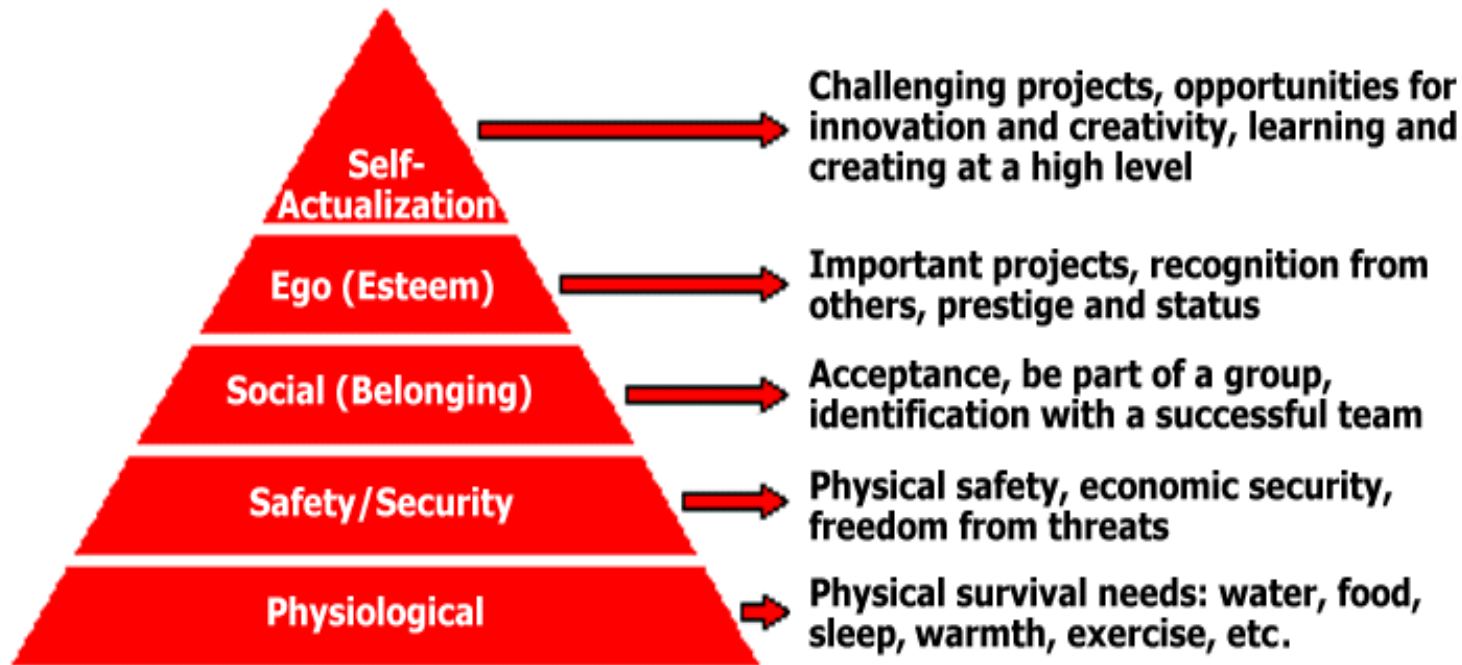
Proposed Environment –
Client Management Process

"The key to being truly effective in serving consumer/clients needs is to deliver the most relevant information/tools via evidence based practices."

- Via a standardized system, **provide a "needs/coordinated based" platform** to capture key data and build a referral process that will best serve the consumer/client in an efficient and effective manner. Requirements to complete this include but are not limited to the following:
- Ability to have **a unique identifier** for consumer/client
- Ability to standardize the needs/coordinated assessment process based on type of client, i.e., homeless, AB109, etc.
- Ability to identify relationships (who is in a household) for both individual and family needs
- **Ability to refer consumers/clients to the appropriate agency**
- **Ability to share information between agencies** and at the same time, where appropriate have the security in place to restrict specific data elements that will compromise an individual's privacy and/or safety, i.e., domestic violence situations, etc.
- **Ability to assign case managers and mentors**
- **Ability to identify trends/seasonality/collective impact**
- **Ability to identify language/cultural development requirements**
- Ability to identify those that are in need of services
- Ability to identify whether or not there is a decrease in use of services as one becomes sustainable
- **Ability to build out cost models on best practices including predictive models**

6 P's and Managing the Services

- Predict (Changes in the community that require the use of services, i.e., job layoffs, etc.)
- Prevent (Educational Programs)
- Provide (Direct Services including wraparound)
- Partnerships (Nonprofit/Profit Sector/Government Agencies/Interfaith Based Community, Clubs, Education Institutes)
- Promotion (Community Awareness)
- Policy (Communicate Legislation/Policy Needs)

Maslow's Hierarchy of Needs – Still Valid Today

Self-Actualization → Challenging projects, opportunities for innovation and creativity, learning and creating at a high level

Ego (Esteem) → Important projects, recognition from others, prestige and status

Social (Belonging) → Acceptance, be part of a group, identification with a successful team

Safety/Security → Physical safety, economic security, freedom from threats

Physiological → Physical survival needs: water, food, sleep, warmth, exercise, etc.

Maslow's Hierarchy of Needs is shown above. The pyramid illustrates the five levels of human needs. The most basic are physiological and safety/security, shown at the base of the pyramid. As one moves to higher levels of the pyramid, the needs become more complex. A collaborative IPT can provide self-actualization through team performance, with the ego and social needs reinforced by other team members.

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Accomplishments To Date

- **Completed Loaves and Fishes Client Survey**

  Priority Needs:
  - Housing Services
  - Employment Services
  - Additional Food Support
  - Health Services

  Secondary Needs:
  - Drug and Alcohol Counseling
  - Legal Aid
  - Mental Health Counseling
  - Education Services

  Additional Services Required
  - Temporary storage for personal goods
  - Temporary housing for animals
  - Homeless personal hygiene kits

- **Completed competitor analysis of client management systems** (included Salesforce, EPIC and ServicePoint)

- **Identified key stakeholders for the prototype in the City of Concord**; analysis completed of what services are available and warm hand-offs are practiced
  - Nonprofits – outreach teams
  - Chamber of Commerce/business
  - Law Enforcement

- **Completed ROMA (Results Oriented Management and Accountability Training)** via Community Action Partnership of Solano

Accomplishments To Date (Continued)

- Identified root causes for poverty/homelessness including reviewing various studies
- **Identified other key support requirements** including but not limited to:
  - Transportation needs
  - Mentor/Client Navigator Program (AB109 Program to be monitored for success and prototype expansion)
  - Housing that is affordable
    - Long-term residential site able to provide critical employment, training education and other services through collaborations with nonprofits/government agencies. **A consortium can be utilized to ensure set standards, accountability and best practices are implemented along with ensuring clients are not exploited.**
- **Presented findings at the Contra Costa County Mayors' Conference in May 2014**
  - Needs to be a countywide effort to eliminate homelessness
  - Reviewed how each city fits into the process

  Note: Cities are sensitive to economic development needs and bringing in new business. How homeless information and solutions are communicated will be critical. ROI and driving toward prevention models/taxpayer savings will assist.
- **Developed new partnerships/collaborations**
  - Multi-Faith Action Alliance and sub-teams
  - JFK University Community Center – Mental/Health Services
- **Workforce Development and Health Education**
  - Creating a model within the Agriculture/Food Industry with Wellness City Challenge, Loaves and Fishes of Contra Costa, Interfaith Council of Contra Costa County and Earth, Faith, Food Project
  - Collaborating with the Contra Costa Food System Alliance/Contra Costa Health Services
- **Build out of mylinc.org website** (in test mode)
- Identified potential funding resources/opportunities

ServicePoint/HMIS Client Management
(Health and Services System Continuum of Care)

Within Contra Costa County, the ServicePoint system application will be utilized for those in need of the safety net including the homeless community, AB109 consumers/clients, etc. This decision is based on the following:

- Contra Costa County is currently utilizing the system for the homeless community. **It is estimated that over 75% of the United States is on this system supported by Bowman Systems.**
  - **211 Contra Costa utilizes Bowman Systems.** A strategic planning committee will be completing a review of how the products offered by Bowman can be best utilized to eliminate redundancies and best serve consumers/clients including creating a 24 hour hotline for parents.
  - Santa Clara, Monterey, San Benito, Napa, and Santa Cruz are all entering data into one ServicePoint system but have restrictions in place so that data is only shared within their own counties.
- The system has **unlimited user defined fields** which allows you the flexibility to report on any data components servicing agencies want to review.
- The system has the **ability to create unique "needs assessment forms"** or utilize the standard created for the homeless community.
- The system has **built in client management processes** including submitting referrals to partner agencies.
  - There are over 80 plus integrated programs in place today.
  - System has **ability to assign case managers, mentors to an individual along with attaching imaged documents specific to a case**
  - The system can be utilized immediately for the homeless community and **expanded to AB109 consumers/clients** (once field requirements are identified).

Servicepoint/HMIS Client Management - Continued
(Health and Services System Continuum of Care)

- The system has standard and ad-hoc reporting capability.

  - **The system utilizes Business Objects reporting software. The same software utilized by Efforts to Outcomes.**

- An initial review of the functionality provided by Efforts to Outcomes indicates ServicePoint offers the same key capabilities (per the CCC HMIS System Administrator)

- **The system administration can be set up at a county level to reduce overall annual costs.**

- **Each agency owns their data and can restrict who can see details. It also meets HIPPA requirements.**

- A module is available that identifies program or public assistance eligibility information. Funding manager, billing component and ability to manage staff already available.

Testimonial: Per Lavonna Martin, Acting Director, Homeless Program, "we welcome the addition of other agencies that may see homeless individuals that may not be accessing the traditional homeless service *along with other individuals* in need of the safety net including AB109 consumers/clients."

External Consumer Service Process via the Internet

Today, multiple government agencies, non-profits, etc. have their own websites, resources, etc. which often requires the consumer to navigate through "too much" information to obtain the support that is applicable to them. While 211 Contra Costa offers information via a "800" number and its own website, it does not provide information at the local level (city level).

LINC Website

A website for LINC is being developed that will include key components to assist in sustainability at an individual and family level along with providing details on where a full service needs assessment can be completed via "points of entry" within a city.

The information will be more dynamic in that it will provide details on services provided by the nonprofit sector and government agencies along with how to volunteer (specific local needs), information on the local chamber of commerce for each city, etc.

The website will (at minimum) have the following functionality:

- Search functionality by zip code/city
- Ability to search by key words
- Information on points of entry within a given city
- Volunteer opportunities within a given city (via the Interfaith Based Community, Clubs, etc.)
- Interactive mapping (ability to see where organizations are located)
- Administration function that will allow for growth and appropriate controls
- Language converter
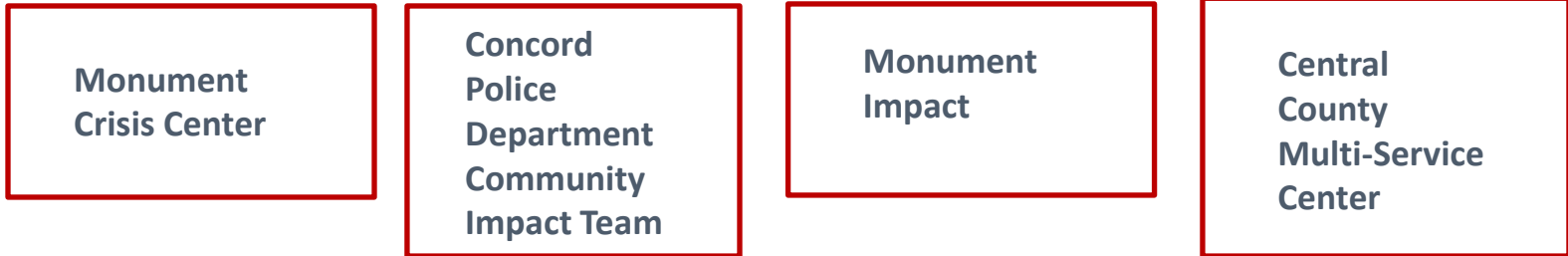- LINC Member Log-in (access to best practices, procedures, etc.)

Points of Entry/Multi-Service Centers No Wrong Door Network

- **Local community owns it and wants it to be there** (consumers/clients, businesses (profit and nonprofit), education institutes, government, clubs, Faith Based Organizations) – builds community
  - Services are based on local needs
  - Oversight provided by local community governing team
- **Synergy is created** through shared resources/standardization of procedures (volunteers, systems/technology/processes, funding, etc.), cost control, elimination of redundancies in services or enhancing services
  - Services already exist/sustainability established
  - Safe environment for consumers/clients, volunteers, etc. is provided
- **A Tiered Support System** is provided based on individual/family needs
  - Change in circumstances requires use of services
  - Ability to complete a full assessment of needs/wraparound services is provided along with appropriate referral process
- **A rotation process** is in place to accommodate other nonprofits/agencies at the point of entry
  - Exercise programs, music programs, youth services, career day, health day, community awareness fairs
- **Cultural and language requirements will be supported**
- **Transportation needs are supported**

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Consumer/Client Support System via Points of Entries - Concord Cares Pilot Program

Points of Entry/No Wrong Door

Monument Crisis Center	**Concord Police Department Community Impact Team**	**Monument Impact**	**Central County Multi-Service Center**

Process:
- Continuum of care to begin via Liaisons, (Day/night homeless support, First Responders, etc.) or Service Coordinators
- Coordinated assessment/referral process to appropriate nonprofit, government agency, etc.
- Mentor assigned to assist consumer/client through process (where necessary)
- Consumer tracking/standardization of data for on-going measurements/ROI calculations/case management

Training:
Points of entry staff (Service Coordinators) will be trained on services provided by other nonprofits, government agencies, etc.

Ditto: Diagnosis, Intake, Treatment, Tracking, On their own

Measurements of Success

Members of LINC will continue to strive to:

- **Obtain key data/cost points on what programs are working utilizing** ServicePoint, etc.
- **Modify the delivery of services based on changing needs**
  - Those in need of services are seeking it
- **Drive consumers towards "prevention models" through education/ information sharing**
  - Fewer individuals/families will need services (upstream solutions)
- Services will continue for those who are not able to move to a higher level of self sufficiency, i.e., seniors with fixed income, etc.
- **Economic sustainability** (personally and within the community) is created
  - Decrease in use of services as one becomes sustainable
- Consumers/clients will embrace the vision of communities united to ensure a just, vibrant and compassionate qualify of life for all their residents

Measuring the success

- Continued data analysis, monitoring
- Surveys (consider utilizing PPIC – Public Policy Institute of California - An institute that supports improving public policy for the public sector)
  - For more information, go to http://www.ppic.org/main/about.asp

Future Expansion

- Expand to other cities
  - Each city has its own governing team that communicates back to LINC
    - Focuses on local needs
  - Antioch has been identified as next city to support
    - Suburban Poverty Task Force has been formed
    - Development of list of services providers in East Contra Costa County in process; gap analysis next
    - Collaboration between Anka Behavioral Services and Loaves and Fishes of Contra Costa and use of ServicePoint in process (via dining facilities)
    - Initial locations for point of entries are being identified
- Templates, website, system and process requirements are being built in order to allow for expansion
  - Website to be driven by zip code, city
- Develop succession plan for Concord Cares governing team

Contra Costa County – LINC Expansion Process

The U.S. Department of Housing and Urban Development (HUD) requires each Continuum of Care (CoC) to conduct a biannual census of **sheltered and unsheltered** people experiencing homelessness. The count is conducted on one day/night during the last week of January. As such, the data collected is a "point-in-time" (PIT) count and is therefore not meant to represent the number of individuals who experience homelessness over the course of a year. Last year's count took place on the night of January 29, 2013 and the morning of January 30, 2013.

Unsheltered Homeless by County Region	2009	2011	2013
• West County	738	581	376
• East County	434	232	558
• Central County	700	677	416

West County		East County		Central County	
Crockett	19	Antioch	245	Alamo	0
El Cerrito	27	Bay Point	66	Concord	223
El Sobrante	48	Bethel Island	25	Danville	4
Hercules	18	Brentwood	48	Martinez	69
North Richmond	13	Byron	3	Pacheco	35
Pinole	20	Discovery Bay	1	Pleasant Hill	53
Richmond	142	Oakley	60	San Ramon	4
Rodeo	3	Pittsburg	110	Walnut Creek	28
San Pablo	86				
Total	**376**	**Total**	**558**	**Total**	**416**

Prototype : Concord

Phase 2 - Regional: Antioch, Richmond, Walnut Creek/4th quarter 2014

Phase 3 – San Pablo, El Sobrante, Pittsburg, Bay Point, Brentwood, Pleasant Hill/1st quarter 2015

Remaining Cities – 2nd – 4th quarter 2015 as appropriate

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Call To Action For Council On Homelessness

- **Expansion of use of ServicePoint**
  - Continue to work with service providers to reduce cost of use of ServicePoint (via centralized administrators, etc.)
    - Need to ensure all populations are served via multiple resources
  - Assist in funding modules not currently utilized via ServicePoint
    - **CallPoint**- users can record calls, notate and categorize the content of each call, and track referrals ($5250 annual fee, $600 one-time training)
    - **Eligibility Module** - an easy-to-use system for matching clients who need social services with organizations capable of meeting their needs. ($5000 annual fee, $600 one-time training)
    - **SyncPoint** - allows agencies to import data into ServicePoint ($10,000 annual fee)
    - **FundManager** - a grant management solution that allows seamless grant management with integration into client records, providing a full picture of how funds are spent and whom funds assist. ($7500 annual fee, $1200 initial setup fee and training)
- **Support development of a Ready To Rent Program**
    - Via collaboration and feedback from community partners/homeless outreach teams
- Via SPIID Team, **assist in identifying warm hand-off process for mental health services and AOD**
- **Review the feasibility of a Countywide Homeless Campaign**
  - Zero2016 - **Application Due:** Tuesday, September 30, 2014
  - **Required Participants:**
    - Continuum of Care Leadership: Name, Title, Agency
    - Public Housing Authority Executive Director and/or other PHA Senior Leader: Name, Title, Agency
    - VAMC Director and/or Senior Level VAMC Staff Person for Homeless Program(s): Name, Title, Agency
    - Reporting Lead (the point of contact for monthly housing placement reports and other data needs): Name, Title, Agency