Check your assumptions at the door: Serving high risk/high need residents in Permanent Supportive Housing

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The Florida Pilots

The Solution that Saves, Duval County Coalition Lift Program, Miami-Dade County

- Special appropriation to Florida Housing Finance Corporation to fund permanent supportive housing
- Three pilot sites selected – Duval, Miami-Dade and Pinellas Counties
- Determine benefits of providing permanent supportive housing - affordable housing linked with voluntary, individualized supports - to “high utilizers” of crisis services
- Each pilot site was identified in a community with a comprehensive and coordinated approach to identifying, assessing, prioritizing, and serving chronically homeless persons with significant needs
- Each Pilot site was required to partner with a qualified researcher
Ability Housing

Mission:
Building strong communities where everyone has a home

Vision:
A society where housing is a right, not a privilege; and all individuals have safe, affordable housing in vibrant communities

How:
~ Develop & operate affordable rental housing
~ Administer rental assistance
~ Partner with others to provide individualized support services
Ability Housing

**Northeast Florida**
29 rental homes and four apartment communities in Jacksonville; fifth under construction
Provide rental assistance to over 100 formerly chronically homeless households access market housing

**Central Florida**
Two apartment communities under construction in Orange County; another to begin construction later this year in Osceola County

**Other Projects**
Assisting a Jacksonville nonprofit to construct a 22-unit property; and a St. Petersburg nonprofit construct two 30-unit properties in Pasco County
MISSION

Carrfour’s mission and vision is to confront homelessness by developing affordable housing and providing supportive services as a pathway to self-sufficiency. We are guided by a vision where everyone has safe and decent housing and is self-reliant.
More than $300 Million invested and over 10,000 men, women and children served.
Nineteen communities completed and five in development.
CARRFOUR TODAY

• Develop and manage **2063 affordable units**

• **800 are Permanent Supportive Housing** and 176 Scattered Site Units including RRH and Section 8 Mainstream Vouchers

• Currently serving over **5,000 residents**

• Developing **more than 200 new affordable housing units** with not for profit partners in Melbourne, West Palm Beach, Broward and North Miami
The Solution That Saves

- All pilot participants were extremely low-income and “high-utilizers” of crisis services for whom homelessness and housing instability were contributing factors.

- “Highutilizer” refers to persons with chronic health conditions who frequently cycle through costly publicly funded systems of care.

- Of the total 92 participants initially enrolled in the study, 90 had at least one documented disability and were formerly chronically homeless.

- Of the 92 participants initially enrolled in the study, 77 remained in housing at the end of the two-year evaluation. This represents a housing stability rate of 90%.
Village on Wiley

Construction

43 units
11 residential buildings
Clubhouse with computer lab
Onsite laundry facilities
Onsite support services

After
Coalition Lift Program

The target populations of high need/high utilizers in Miami-Dade County were identified by layering data regarding interactions with public crisis and institutional systems, linking individuals across these administrative and primary data sources to create a master index (of a total of 800 individuals).

Participants were placed in three groups:
- **Group 1: Coalition Lift (Building):** 34 Individuals
- **Group 2: Other Permanent Housing:** 35 Individuals
- **Group 3: No Housing:** These individuals declined housing intervention or will be placed on waitlist once as the Group 1 and Group 2 units are filled. (active and passive refusal of housing)
### Contributors to the Coalition List

<table>
<thead>
<tr>
<th>Miami-Dade County Homeless Trust</th>
<th>High Scores VI-SPDAT &amp; Length of Stay in Homeless System</th>
</tr>
</thead>
<tbody>
<tr>
<td>CoC’s Homeless Management Information System (HMIS)</td>
<td>Homeless Persons with high rate of jail stays, bookings, and jail diversion programs</td>
</tr>
<tr>
<td>Miami-Dade County Criminal Court System</td>
<td>Highest rate of emergency room visits/costs</td>
</tr>
<tr>
<td>Jackson Memorial Hospital (JMH) – Public funded hospital</td>
<td>High utilization of Behavioral Health/Substance Abuse services</td>
</tr>
<tr>
<td>South Florida Behavioral Health Network (SFBHN) – Managing entity for Department of Children and Families (DCF) and Substance Abuse Programs</td>
<td>Chronic Homeless Population</td>
</tr>
<tr>
<td>Local Homeless Outreach Teams (Miami-Dade/Miami Beach)</td>
<td></td>
</tr>
</tbody>
</table>
The Apartment...
### COALITION LIFT SNAPSHOT

- **Awarded:** 2014  
- **Opened:** April 2017  
- **Property Type:** Rehab  
- **Units:** 34 at or below 33% AMI  
- **Rehabilitation Period:** 10 Months  
- **Multi Agency Services Team on site**
The Solution That Saves

How Pilot Participants Enrolled:

1. CES identifies “High Utilizers”
2. CES refers “High Utilizers” to AH
3. AH Review Referral to confirm eligibility
4. Applicant and Case Manager meet, complete and submit application
5. Lease Signing/Move In
Coalition Lift Program

How Pilot Participants Enrolled:

- Staff located potential participants from list of high utilizers on the street
- Completed application and eligibility interview either on site or on the street
- Submitted for approval at CES or Housing Authority (based on subsidy)
- Lease Signing
Carrfour Case Managers went out with the Homeless Outreach workers to meet homeless individuals. Became part of the outreach team working with the person and focused on developing trust and building rapport.
Support Services at Ability Housing

- Recovery Peer Support Specialists
- SOAR Case Management
- Education/Employment (Programming and Partnerships)
- Access to Care through partnership with FQHC’s, SUD Treatment Providers and other free/low cost providers
COALITION LIFT SERVICES

- Modified Assertive Community Treatment (ACT)
- Intensive Case Management
- Motivational Interviewing (Stages of Change)
- Trauma Informed Care and Harm Reduction
- Nursing case management services onsite
- Peer Support Specialist (7 days a week)
- Food, Electricity and Transportation Assistance
ADDITIONAL SERVICES

• Targeted Case Management Services
• Mental Health Services
• Substance Abuse Services/Relapse Prevention
• Health and Wellness Activities
• Recreation/Community Building Activities
• Security
• Employment and Training, SOAR Applications
• Emotional Support Pets
COMMUNITY ENGAGEMENT

- Health Related Activities
- Exercise
- Nutrition
- Cooking Classes
- Self-Grooming
PEER SUPPORT SPECIALIST
COMMUNITY ENGAGEMENT
The Florida Pilots
Ability Housing Key Outcomes – 2018

- 17,840 case management hours
- 252 chronically homeless people housed
- 921 people housed
  - 578 adults
  - 343 children
- 401 homes provided
  - 61 CASA
  - 238 Villages
  - 102 HousingLink
- 94% housing stability rate
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Decreases in Healthcare Costs

- Emergency Department Services: -43%
- Inpatient Services: -59%
- Outpatient Services: -64%
- All Hospital Services: -58%
The Solution That Saves

Decreases in Criminal Justice Costs

Arrests and bookings two-years prior to housing totaled $74,256 (84 arrests).
After housing, the cost fell to $25,636 (29 arrests), a reduction of 65%.

Days spent in jail two-years prior to housing totaled $123,447 (2,053 days).
After housing the cost of fell to $34,274 (570 days), a reduction of 72%.

Total savings for arrests, bookings and jail time

$137,792
The Solution That Saves

Impact on Participants

90% maintained stable housing - even though all participants were identified as highly vulnerable with complex problems*

- Health Insurance Participation Increase 56%
  - Prior to housing, 36 participants were insured. After housing, 54 participants were insured.

- Average Income Increase 66%
  - On average, participants experienced a $244 increase in monthly income after moving into housing.

77.3% of participants reported at least one aspect of Quality of Life increased

*Two persons deemed ineligible for the pilot, three persons that were deceased and one person for whom data could not be found were not included in this calculation
The Solution That Saves

Improvement in overall quality of life and mental health.

- 30.9% decrease in Suicidality.
- 20.0% decrease in Agoraphobia.
- 19.9% decrease in Drug Abuse/Dependence.
The Solution That Saves

Total Cost Reductions

Total Costs Pre-and Post-Housing

- Total Costs Pre-Housing: $7,503,314
- Total Costs Post-Housing: $5,253,803

30% Savings to the Community
# Hospital Costs by Revenue Center

<table>
<thead>
<tr>
<th>Revenue Center</th>
<th>Baseline Clients</th>
<th>Baseline Cost</th>
<th>One Year Follow-up Clients</th>
<th>One Year Follow-up Cost</th>
<th>Change Clients</th>
<th>Change Cost</th>
<th>Percent Change</th>
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</thead>
<tbody>
<tr>
<td>Psychiatric Bed Stay</td>
<td>2</td>
<td>$1,316</td>
<td>2</td>
<td>$15,110</td>
<td>0</td>
<td>$13,794</td>
<td>(1048.2%)</td>
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<tr>
<td>Medical/ Surgical Gyn Stay</td>
<td>3</td>
<td>$38,487</td>
<td>1</td>
<td>$7,922</td>
<td>-2</td>
<td>-$30,565</td>
<td>(-79.4%)</td>
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<tr>
<td>Intensive Care</td>
<td>6</td>
<td>$69,795</td>
<td>0</td>
<td>$0</td>
<td>-6</td>
<td>-$69,795</td>
<td>(-100.0%)</td>
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<tr>
<td>Emergency Room Visits</td>
<td>6</td>
<td>$29,888</td>
<td>8</td>
<td>$9,443</td>
<td>2</td>
<td>-$20,445</td>
<td>(-68.4%)</td>
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<tr>
<td>Observation Room</td>
<td>4</td>
<td>$970</td>
<td>3</td>
<td>$2,420</td>
<td>-1</td>
<td>$1,450</td>
<td>(149.5%)</td>
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<td>Drugs/Labs and other Ancillaries</td>
<td>7</td>
<td>$32,746</td>
<td>6</td>
<td>$11,179</td>
<td>-1</td>
<td>-$21,567</td>
<td>(-65.9%)</td>
</tr>
<tr>
<td>Units</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>7</td>
<td>$171,963</td>
<td>8</td>
<td>$46,074</td>
<td>1</td>
<td>-$125,899</td>
<td>(73.2%)</td>
</tr>
</tbody>
</table>
Criminal Involvement

• Overall jail days reduced from 526 days a year prior to being housed to 261 days while housed

• A 50% reduction in days in jail

• Jail costs one year prior to housing $105,100 and reduced 50% to $52,200 after being housed
Avoiding Homelessness

• The average stay for residents housed in the Coalition Lift program was 342 days compared to 321 days for other housing in the community

• 16% were evicted (unable to return) or abandoned their unit
Attaining/Maintaining Income

• On average, income benefits increased by 43.53% as more individuals were receiving benefits.

• On average, income for clients in other housing collectively decreased by 27.56%. Although the amount of money received from benefits declined, there was a self-report increase in wages earned.
Both groups showed increased time with social support.
We have worked with supportive housing populations for over 20 years and there has been a significant shift in the needs of the individuals served.

The Participants in the Study are a microcosm of the referrals to all of the Carrfour programs.

The System wide priority is the chronic homeless and highest utilizers/highest needs of the system.

Traditional supportive housing services does not work with this population.
Individuals that were high utilizers for “criminality only” benefited from placement in mixed buildings/community settings.

Developing trusting relationships and engagement with residents was longer than 12 months.

Individuals were willing to address medical concerns and down-played mental health/substance abuse issues.

Efficiency apartments were preferred to 1-bedroom apartments (open space).

Belief that Housing is real, and supports are available and not contingency based is still a struggle.
What Works

• All contacts focus on engagement and building trust
• Every interaction comes from a Trauma Informed Care, Motivational Interviewing, and Harm Reduction framework
• Having units move-in ready with furniture, food, household and personal items
• Address medical concerns
What Works

• Minimizing the “treatment focus”
• Peer Specialist Services – 7 days a week
• Creating opportunities for community connections (i.e. recreation activities, health and wellness, food preparation)
• Provide incentives for participation (i.e. food, prizes, gifts)
• Emotional Support Animals
Supervision ... Supervision

- Monthly trainings with staff – Housing First, Trauma Informed Care, Harm Reduction, Motivational Interviewing
- Redefining successes – (i.e. sleeping in the unit, returning home, paying rent, any participation in community activities)
- Crisis intervention
- Transference and countertransference issues
MA (#52 of 800 highest utilizers)

- 61-year-old Cuban male
- Entered the United States on the Mariel Boatlift in 1980
- Street Homeless for over 22 years
- Refused to enter the shelter because he would not leave his dogs
- Extensive substance abuse problem

_Miami Herald Article, 2012_
M.A. Current Status
2019

- Signed his first lease in Coalition Lift 8/30/2017
- Just approved for Social Security Disability Benefits
- Extensive medical and mental health concerns
- Minimal substance use (i.e. alcohol on occasion)
- 4 Emotional Support pets (Cats)
- Daily Peer Specialist supports for daily living
- Active in the community discussions/activities
MR (#3 of 800 highest utilizers)

- 49-year-old African American Female
- Been on the street since age 15
- Runaway from Foster Care System
- Homeless in Miami since 2000
- First lease on October 5, 2017, still housed
- Since 2016, 11 arrests prior to being housed
- 6 Arrests since housed at Coalition
- Chronic substance abuse issues
For more information:

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