



CoC Systems Performance Committee (SPC) Minutes

Thursday, September 24th, 2020

9:00 AM – 11:00 AM

Zoom (online)

Agenda Item	Presenter	Time	Agenda Item Type
0. Call to Order & Welcome: Noel Kammermann, Chair			
<i>Meeting called to order at 9:03 AM by Noel Kammermann.</i>			
I. Welcome	Noel Kammermann	9:05 AM (5 minutes)	
<i><u>In attendance:</u> Amani Sawires Rapaski, Angela Upshaw, Cindy Cavanaugh, Erin Johnansen, Gina Roberson, John Krintz, Lisa Bates, Mike Jaske, Monica Rocha-Wyatt, Noel Kammermann, Stefan Heisler</i>			
<i><u>Absent Members:</u> Alexis Bernard, Angela Marin, Debra Larson, John Foley, Sarah O'Daniel</i>			
II. New Business			
A. <u>CESH Work Products</u> : Sacramento County Department of Behavioral Health Services, Mental Health Division, (SCDBHS) Housing Resources and Systems Mapping Key Takeaways	Maddie Nation and Colin Sorensen, Homebase	9:10 AM (50 minutes)	Informational
<i><u>Information:</u> Homebase presented an analysis of SCDBHS Visual Map (materials available in the September Meeting Packet), as well as an overview of the systems mapping key takeaways to date (please see slidedeck below).</i>			
B. Gaps Analysis Framework	Homebase	10:00 AM (40 minutes)	Discussion & Action
<i><u>Information:</u> SPC members were randomly sorted into breakout rooms to discuss the Proposed Gaps Analysis Framework. SPC Members then reconvened and approved the Proposed Gaps Analysis Framework with a majority vote. Motion: Stefan Heisler, Second: Angela Upshaw</i>			



C. COVID-19 Response & Racial Equity	Scott Clark, SSF	10:40 AM (10 minutes)	Informational
<i>Information: Materials available in the September Meeting Packet.</i>			
D. Coordinated Entry Committee Update: Problem Solving Access Points	Peter Bell, SSF	10:50 AM (10 minutes)	Informational
<i>Information: Materials available in the September Meeting Packet.</i>			
III. Review of new agenda items for next meeting			
<i>Information: The October SPC meeting will include the SHRA Visual Map Analysis, DHA Visual Map Analysis, and updates on CoC Racial Equity Work.</i>			
IV. Announcements			
<p><i>Information: Tamu Nolfo Green will be stepping down as the SSF Lead on this Committee and will be replaced by Scott Clark sclark@sacstepsforward.org.</i></p> <p><i>Noel Kammermann, Lisa Bates, and SSF are working on a special recruitment process to fill the SPC member seat vacancy. If any SPC members are interested in the Co-Chair position, please let Noel Kammermann noel@sacloaves.org and Scott Clark sclark@sacstepsforward.org know.</i></p>			
V. Adjourn: Lisa Bates, Chair			
<i>Meeting adjourned at 11:03 AM by Lisa Bates.</i>			



September Discussion and Feedback on Systems Mapping Work Products

Committee Members' Questions & Feedback

During the September meeting of the Systems Performance Committee (SPC), Homebase presented: (1) Final Presentation & Analysis of the Department of Behavioral Health Services, Mental Health Division, Visual Map Analysis, and (2) Systems Mapping Key Takeaways. The following questions and feedback may have been slightly altered to increase readability. Responses have been built out to include more specific information or examples where useful to building readers' understanding.

Sacramento County Department of Behavioral Health, Mental Health Division, Housing Resources (SCDBHS) Visual Map Analysis Feedback

- Question from Mike Jaske (SacACT): What's the volume of this system versus CES?
 - Monica Rocha-Wyatt (SCDBHS): We served approximately 1200 individuals with flexible funding in the Behavioral Health System last year. We only served a few folks per month in built units.
 - Erin Johansen (TLCS/Hope Cooperative): The number of people we can serve is dependent on new expansions. For example, we have 185 vouchers, but only a few available for new clients (based on turnover).
- Feedback from Cindy Cavanaugh (Sacramento County): Sacramento County Behavioral Health System has tried to share how to access services in the past and in various forums. The CoC and other systems across the community could do more to get this information about access into the hands of individuals experiencing homelessness. How can Sacramento County Behavioral Health do better in sharing this information? I am hoping we can targeted the Gaps Analysis and future efforts so there is more conversation back and forth with people using the system so we can adjust and share this information more effectively.
- Feedback from Amani Sawires-Rapaski (VOA): This Visual Map and analysis has a lot of good information that is not widely known or available to the homeless services providers
- Question from Amani Sawires-Rapaski (VOA): What we know about numbers in shelters or individuals who are unsheltered who don't get any access to the behavioral health system? This is important because our shelters are full and many clients lack the ability to access housing/services for a lot of reasons. We need to broaden access to these resources.



- Cindy Cavanaugh (Sacramento County): The SCDBHS has creating roving access points to the mental health system co-located in several shelters across Sacramento County. These access points are staffed by an “Access Clinician.”
 - Homebase Note: this path to access is reflected in the SCDBHS Visual Map and Analysis. Access Clinicians are co-located at Wind Youth Services, Volunteers Of America, Next Move, Salvation Army, and Sacramento Self-Help Housing.
- Monica Rocha-Wyatt (SCDBHS): If homeless providers are interested in learning more about mental health access points or how to best connect their clients to our services, I am willing to give presentations to anyone who is interested.
- Feedback from Cindy Cavanaugh (Sacramento County): I think there is a continued lack of AOD services available to individuals experiencing homelessness.
- Feedback from Noel Kammermann (Loaves & Fishes): Despite all the efforts to date, there are definitely opportunities to simplify and clarify access to the SCDBHS for individuals experiencing homelessness. Hopefully this work can help us move that direction.

Systems Mapping Key Takeaways

- Feedback from Cindy Cavanaugh (Sacramento County): DHA is serving families in a significant way, as well as older adults and individuals connected to the Child Protective System.
 - Homebase Note: The slidedeck has been updated to reflect this information.
- Feedback from Cindy Cavanaugh (Sacramento County): Can we talk more about how to hear everyone's thoughts? I think this Committee needs to hold additional space for communal processing in future meetings.
- Question from Amani Sawires-Rapaski (VOA): Have we looked into a database system to allow diverse data systems to interface?
 - Homebase Response: Many communities are starting to explore how data can be shared better across systems including the use of a shared database, duplicate entry, or a data warehouse. As we pull together the Gaps Analysis, it would be interesting to explore what data sharing approaches might be feasible in Sacramento.
 - Feedback from Cindy Cavanaugh (Sacramento County): Sacramento County worked on the one time internal county data sharing effort to identify high utilizers of County resources. In general, we found that client level had



to be very protected, especially as it related to Behavioral Health Services. We have also seen some progress in moving Sacramento County DHA and BHS programs into HMIS, so it will be interesting to find what kind of analysis can come from that effort.

- Feedback from Lisa Bates (SSF): As part of the HHAP funding, the CoC allocated about \$300-400k to HMIS. This could be a resource to improve data sharing if that is the direction of the recommendations.
- Questions from Lisa Bates (SSF): How much did we look at criminal justice system? We have a number of efforts currently underway in Sacramento County including work by the Department of Health Services, Whole Person Care, County Housing for Healthy CA, etc.
 - Homebase Response: We have captured some information about these programs as part of our data collection efforts, but we have definitely not developed a full picture of this work. Shifting our focus to the criminal justice response may require a shift in the scope of our work.
 - Feedback from Cindy Cavanaugh (Sacramento County): Work around the connections of criminal justice and homeless individuals is typically happening with providers outside of the homeless systems of care. In general, they do not collect data in the same way. Sacramento County is doing a lot of work in this space.

Breakout Rooms Discussion Summaries: Proposed Gaps Analysis Framework

Overview

Systems Performance Committee Members were randomly sorted into three breakout rooms and asked to discuss the following questions. Each breakout room was facilitated by a Homebase staff member, who took notes on the discussion. Breakout rooms were asked to discuss the following questions:

1. The Gaps Analysis will inform the work of the System Performance Committee going forward. Will the analysis that results from Proposed Gaps Analysis Framework meet the committee's needs given its scope and goals?
2. Consider what will not be analyzed in the Proposed Gaps Analysis Framework. Do you agree with Homebase's selected priorities? Why or why not?
3. What is your highest priority question in the Proposed Gaps Analysis Framework? Why?

Discussion Notes

Group 1: Maddie

- What are the benefits of examining the questions outlined in sections B and C?
 - Sections B and C explore the questions of access and flow, which are important for easing the burden on individuals experiencing homelessness as well as ensuring that our systems of care are serving clients efficiently (e.g., stays in shelter should be temporary).
- Do we have a sense of average length of stay in shelter for individuals experiencing homelessness?
- Will we be examining the type of bed needed (not just the number of beds)? For example, as part of Project Roomkey, we have been looking into how many people have special needs for beds (e.g., accessibility needs related to mobility).
- The focus on access and referrals may detract from the overall truth that we just need additional housing and shelter resources.

Group 2: Bridget

- When developing estimates about how many additional beds we need, please don't just say "3 billion more." We need information about how much our systems already has, what is in the pipeline, and what specific kinds of beds we need (project type).
- Frankly, our capacity is hugely challenged. How can we increase capacity? Ongoing training? People from other communities? We have a lot of turnover. What besides beds and money could improve effectiveness? We need this information within the context of funding realities.
 - Shift letter "a" to focus more closely on capacity.
- What Homebase laid out is good, we have lots of programs and this analysis will be helpful. We are still missing answers about who else is out there and who is not part of the system.
 - We do not have the most efficient system. Knocking down silos will be important to building effectiveness.
- How do people access the system? This is a big gap in knowledge. We need to know who else is out there and services available. How do people experiencing homelessness access those systems, and how do we get on the same page?
- Ultimately, we want to know how all of this is happening, and what the impact is for the system and individuals experiencing homelessness?
- Want to focus on equity and inclusivity.
- All recommendations should be steeped in practicality. Since we do not have one unified data system, sometimes it can be difficult to use data to drive-decision making.
- Sometimes it seems like there is a bias towards a single system or single points of access. We might want to explore both – where are we, how did we get here, and where should we go?
- We need more than one access point, there are so many unique needs. It would be nice to have a unified database to understand the spectrum of housing available, including information about programming, vacancies, and how a client can access that location. The function of the CoC is to make sure things get collected so we can build on existing connections.
- We don't do enough marketing or public relations. Community members want to know where to send individuals experiencing homelessness when they need assistance and we do not have a good answer. Many community members have negative preconceived notions that aren't accurate.



- I would love to see awareness come out of this. It would be great to reduce the stigma of seeking help. It would be great in the Gaps Analysis would explore what exists or doesn't exist around marketing.

Group 3: Colin

- Question A: The larger question should be “how much funding/service combinations should we need?”
 - How does prevention play into this?
 - But prevention can't be everything, housing resources are vital too. So the question should get at both:
 - **What does the system need downstream (how many housing resources are needed)?**
 - **But also what prevention efforts are needed?**
 - Prevention should especially be prioritized right now due to COVID: when the state's rental arrear protections are dropped, it's likely there will be several new individuals experiencing homeless.
 - **Where does move-on housing play into this?** What about move-on housing? How do we scale Bridge housing options so that people can step down after PSH?
 - Are there enough **housing resources for individuals that are lower acuity?**
 - How are the existing resources targeting the varying levels of vulnerability?

Systems Performance Committee

Sacramento Continuum of Care
September 24th, 2020



SACRAMENTO
STEPS FORWARD

Agenda

- I. Welcome & Introductions
- II. New Business
 - A. CESH Work Products for Feedback and Discussion:
 - 1. Final Presentation & Analysis: Sacramento County Department of Behavioral Health Services, Mental Health Division, Housing Resources Visual Map
 - 2. Key Takeaways from Systems Mapping Work Products to Date
 - B. Gaps Analysis Framework
 - C. COVID-19 Response & Racial Equity
 - D. Coordinated Entry Committee Update: Access Points
- III. Review of new agenda items for next meeting
- IV. Announcements
- V. Meeting Adjourned

I. Welcome & Introductions

Noel Kammermann, SPC Chair

II. New Business

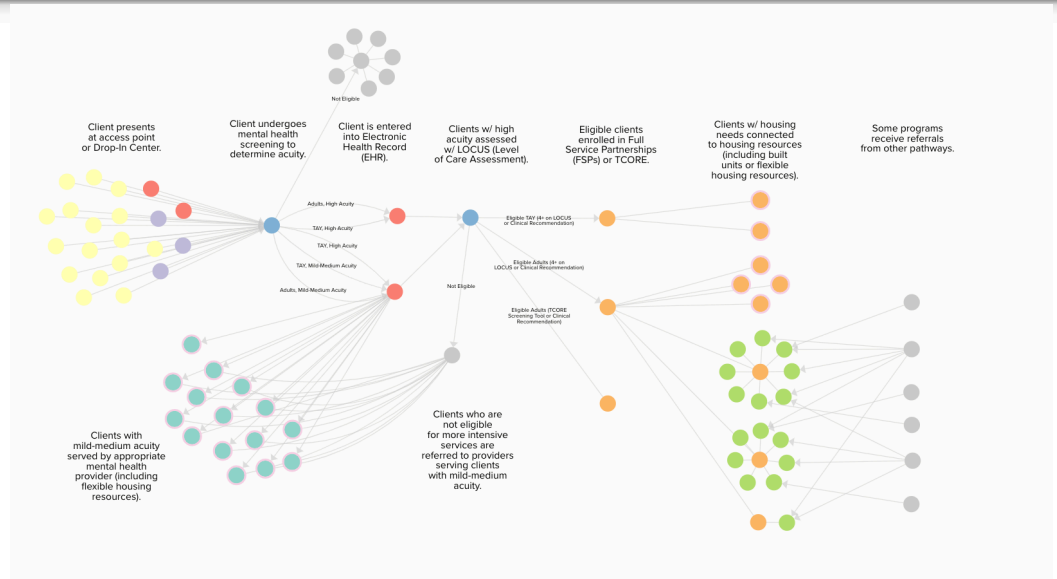
A. Systems Mapping Work Products

1. Sacramento County Department of Behavioral Health Services, Mental Health Division, (SCDBHS) Housing Resources Visual Map Analysis

Maddie Nation and Colin Sorensen, Homebase

SCDBHS Visual Map Resources

- [Kumu Visual Map](#)
- [Methodology & Kumu Guide](#)
- [Analysis of the Visual Map](#)



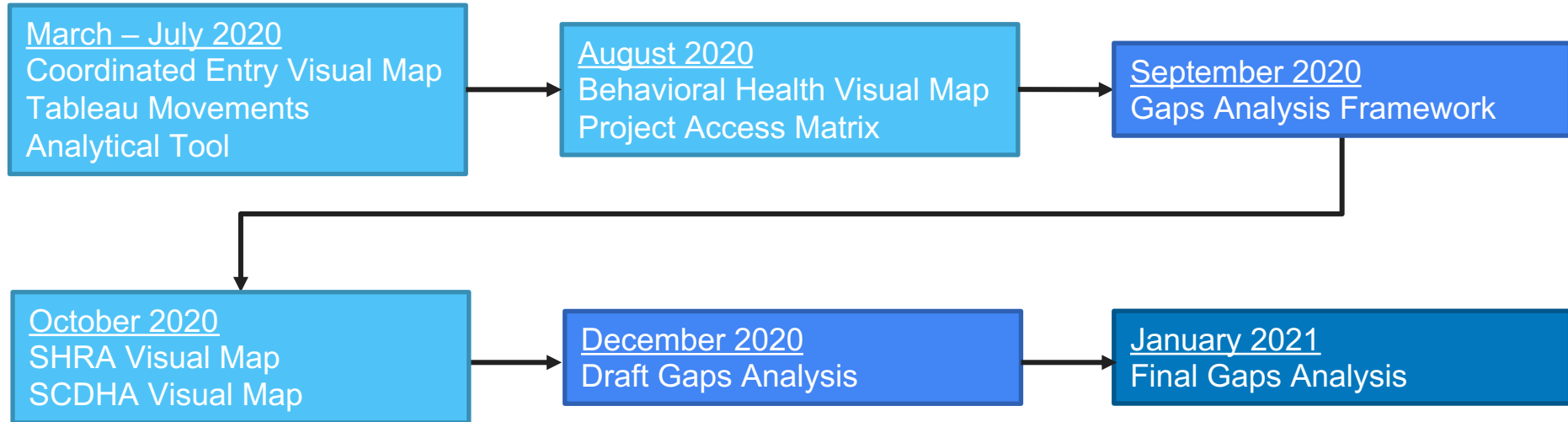
Analysis: Key Takeaways

- The intensity of the housing resource clients are connected to is *primarily* dependent on the acuity of mental health need.
- The SCDBHS system has a variety of housing resources, including flexible housing funding and dedicated beds within built projects.
- The SCDBHS system is connected to other homeless housing systems in a variety of ways, including:
 - Shared access points (CE)
 - Shared ability to refer into housing programs (CE, SHRA, VA, WellSpace Health), and
 - Combined referral processes (CE)

2. Systems Mapping Key Takeaways to Date

Maddie Nation and Colin Sorensen, Homebase

Systems Mapping & Gaps Analysis Timeline



Bottom Line

- Despite a community intention of ongoing coordination between distinct systems serving individuals experiencing homelessness, **Sacramento's systems of care are siloed and largely operate with unique access points and administrative processes.**
- While the systems of care have some points of intersection, **greater coordination is needed to ensure that clients are matched with the specific resources** that best fit their needs and to ensure that programs are maximizing their funding.

Housing

- **Availability of resources:** There are 120+ housing projects targeting people experiencing homelessness currently operating in Sacramento County, offering many different housing supports.
- **Varied housing models:** Program models of the same project type vary in overall structure and operations.

Housing (ctd.)

- **Permanent Housing Outcomes:** Among programs participating in HMIS, rates of success in moving clients to permanent destinations varies by project type and specific project.
 - E.g. from July 2018-2020, participants exiting permanent supportive housing and transitional housing projects had the highest rates of exits to permanent destinations among individuals exiting housing system of care (69% and 58% exiting to permanent destinations, respectively)

Housing (ctd.)

- **Varied housing resources across systems:** Each unique system offers varied housing resources, targeted to different sub-populations and acuity:

System of Care	Description of Housing Resources	Sub-populations (served with housing)
Coordinated Entry	Primarily permanent supportive housing in built projects, with some limited rapid re-housing, transitional housing, and emergency shelter beds.	Chronically homeless, veterans, TAY, 55+, families
Sacramento County – Department of Human Assistance (DHA)	Primarily rapid re-housing subsidies, with some longer-term housing subsidies available for high utilizers of County systems or difficult to serve clients. Also connected to several emergency shelters and some limited transitional housing.	High utilizers of County systems, difficult-to-serve clients, TAY, families (including families involved with CPS), individuals with physical disabilities, veterans, older adults
Sacramento County – Department of Behavioral Health Services, Mental Health Division (BHS)	A mix of flexible housing subsidies and built units. Most flexible housing subsidies are short-term only. Built units are reserved for individuals with a high acuity of mental health need.	Individuals with high acuity mental health need, individuals with mild-medium acuity mental health need, TAY
SHRA	Primarily vouchers, with some limited access to built units. Also connected to several emergency shelters and some limited rapid re-housing.	Homeless individuals with case management, homeless individuals without case management, veterans, TAY, CPS-involved families

Access

- **Understanding the various systems:** Members of the community, providers, and other systems administrators have reported a lack of understanding for how clients should access the distinct systems.
- **Closed referral processes:** Several programs in Sacramento are shifting to a closed referral system for both temporary and permanent housing; in turn, providers have reported an increased difficulty in connecting clients to open referral points.

Access (ctd.)

- **Triage/directing individuals to the right programs:**
 - 2-1-1 has limited capacity to direct individuals experiencing homelessness to the best-fit resources due to a lack of funding and the complexity of navigating the distinct systems.
 - In general, triaging individuals experiencing homelessness to the best-fit resources is a decentralized effort and highly dependent on the Access Point and the affiliated systems of care.

Access (ctd.)

- **Equity:** Given that each system is diverse and operates with its own goals, it is unclear who is not accessing or being served by any system.
- **Diversion:** Many programs at the “front doors” of the systems of care problem solve with individuals presenting for assistance for the first time, but these efforts are largely decentralized and highly dependent on the project.
- **Street Outreach:** Street outreach is generally successful in connecting unsheltered clients to some form of shelter/housing. Across all agencies offering street outreach, the percentage of individuals that moved on to other project types (between July 2018-July 2020) ranged from 64%-84%.

Evaluating Program Performance

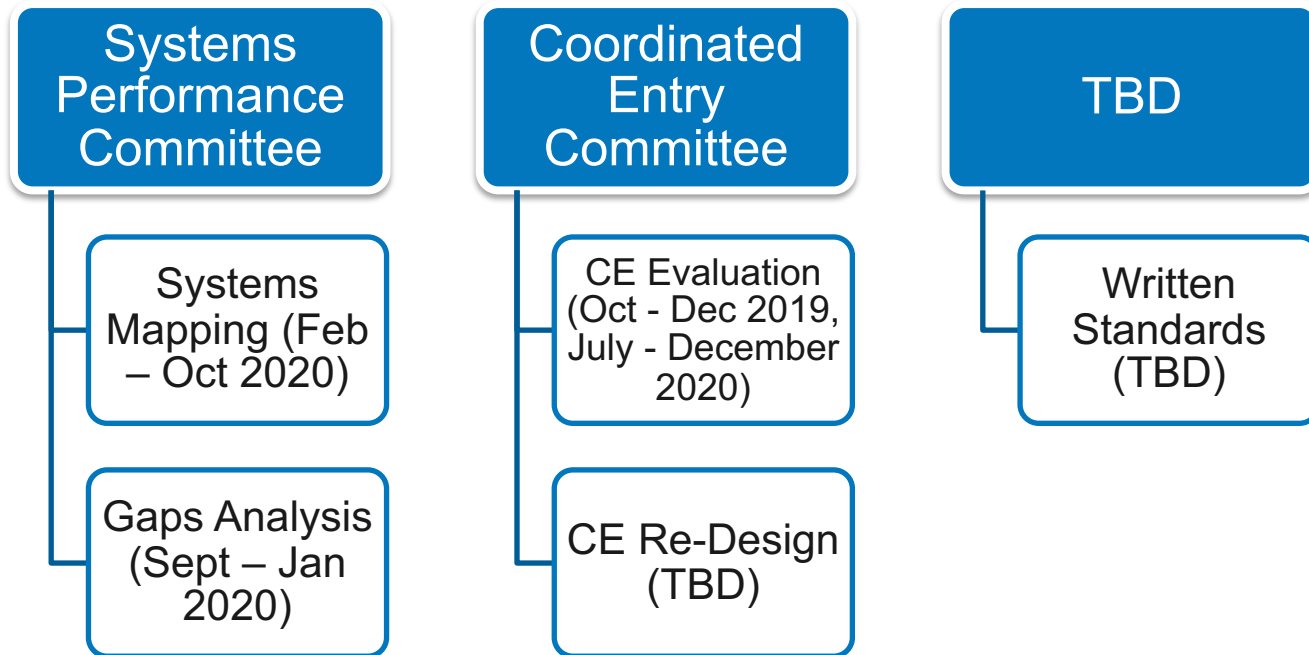
- **Lack of Shared Tracking Systems:** Because each distinct system uses a different primary database to track information about clients, it is difficult to track and compare client outcomes across systems.

Questions?

B. Proposed Gaps Analysis Framework

Colin Sorensen, Homebase

CESH Work



Gaps Analysis Resources

- [Proposed Gaps Analysis Framework](#)
- [Questions Raised for the Gaps Analysis Not Recommended for Inclusion by Homepage](#)

Breakout Room Instructions

Turn on video and/or unmute and getting ready to say hello!

Discussion questions will be available in the **chat box**.

Breakout rooms will meet for **15 minutes**, then we will come back together.

Each room will have **one facilitator from Homebase**.

Breakout Room Discussion Questions

1. The Gaps Analysis will inform the work of the System Performance Committee going forward. Will the analysis that results from Proposed Gaps Analysis Framework meet the committee's needs given its scope and goals?
2. Consider what will not be analyzed in the Proposed Gaps Analysis Framework. Do you agree with Homebase's selected priorities? Why or why not?
3. What is your highest priority question in the Proposed Gaps Analysis Framework? Why?

Breakout Room Debrief

Vote?

Gaps Analysis Next Steps

- In October, the topic of the CoC Hosted Workshop will be key takeaways from the systems mapping work products, as well as a preview of the Gaps Analysis Framework.
 - Primary Audience: CoC Board and members of the public
- We anticipate bringing a draft of the Gaps Analysis to the SPC in December 2020, with the final version ready in January 2021.

Break – return at 10:20am



C. COVID-19 Response & Racial Equity

Scott Clark, Sacramento Steps Forward

D. Coordinated Entry Committee Update: Access Points

Peter Bell, Sacramento Steps Forward

III. Review of Agenda Items for Next Meeting

IV. Announcements

For more information about the materials presented today, please contact:

Scott Clark, Systems Performance Analyst sclark@sacstepsforward.org

Peter Bell, Coordinated Entry System Manager pbell@sacstepsforward.org

Homebase sacramento@homebaseccc.org