

Tuesday, October 27th, 2020

10:00am to 11:30am

Zoom Link: <https://homebaseccc.zoom.us/j/94064733189>

Agenda of Project Review Committee

| Agenda Item | Activity/Outcomes | Status & Timing |
|---------------------------------------|---|----------------------------------|
| 1. Welcome | Welcome by Co-Chairs (Co-Chairs) | |
| 2. 2021 NOFA Capacity Building Topics | Move-On Policy (SHRA) | <i>Informational</i> [30 min] |
| 3. 2020 Workplan | CoC's Racial Equity Efforts Update (SSF) | <i>Informational</i> [5 min] |
| 4. Lived Experience | Integrating Individuals with Lived Experience in the work of the PRC: Examples from other CoCs & Breakout Rooms (Homebase) | <i>Discussion</i> [20 min] |
| 5. 2020 Recruitment | Update on 2020 PRC Recruitment Process (SSF) | <i>Discussion</i> [5 min] |
| 6. 2021 NOFA Capacity Building Topics | Quality of Services Presentation (Homebase) <ul style="list-style-type: none">• <i>Materials: <u>Quality of Services & Case Management Ratios Slidedeck</u></i> | <i>Discussion</i> [20 min] |
| 7. On-Site Technical Assistance | 2021 Technical Assistance Proposed Approach (Homebase) <ul style="list-style-type: none">• <i>Materials: <u>2021 TA Proposed Approach</u></i> | <i>Discussion</i> [10 min] |
| 8. 2020 Workplan | November and December PRC Meetings (Co-Chairs) | <i>Discussion</i> [5 min] |
| 9. Next Steps | Next meeting would be November 24 th , 2020 (Co-Chairs) | |

The Project Review Committee meets on the fourth Tuesday of the month from 10:00am to 11:30am. For more information about this meeting, contact Homebase at sacramento@homebaseccc.org.

Quality of Services & Case Management Ratios (Factor 5C)

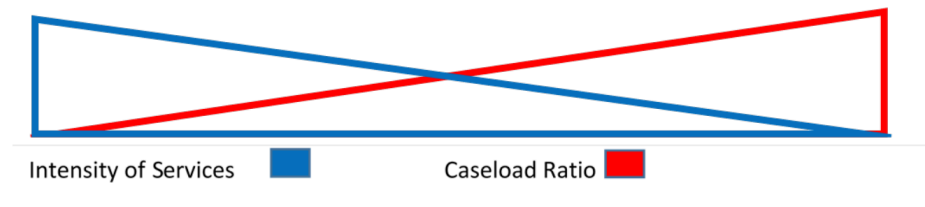
2021 NOFA Capacity Building Topics
Sacramento Project Review Committee

Factor 5C: Quality of Services

- 5 points; narrative response
- Successes in Quality of Services are measured based on the project's narrative explaining to extent to which the project provides services that:
 - offer ongoing support to stay housed,
 - are comprehensive and well-coordinated,
 - **are delivered by an adequate number of appropriately trained staff, and**
 - **are thoughtfully matched to the needs of the target population.**

Essential Caseload Considerations

- Timeline of tenancy
- Case management structure & flexibility
- Severity of need
- Sub-population
- Source of funding
- Purpose of case management (e.g., housing stability, mental health, etc.)



Discussion: For providers, what other considerations shape your caseload size and structure?

HUD Tool: Case Management Ratios

- [COVID-19 Homeless System Response: Case Management Ratios](#)
- Developed to help support COVID-19 planning efforts, not a requirement
- Provides guidelines around different types of case management:
 - Community-based (Non-housing-based) Case Management
 - **Housing-based Case Management (General)**
 - Critical Time Interventions Caseloads
 - Intensive Case Management Caseloads
 - Tenancy Support Caseloads
 - Disaster Recovery/Workforce Housing Caseloads

HUD's Intensive Case Management Caseload Guidelines

Housing-based Case Management³

| Target Population | Supportive Housing Scattered Site Caseload | Supportive Housing Single Site Caseload | Existing Program Stably Housed Tenants |
|---------------------------------------|--|---|--|
| Individuals | 10-20 | 10-20 | 20-50 |
| Families | 10-12 | 10-12 | 12-40 |
| Transition-age Youth (18-24 yrs. old) | 10-15 | 10-15 | 15-30 |

HUD's Intensive Case Management Caseload Guidelines

Critical Time Intervention Caseloads: In Critical Time Intervention (an evidence-based practice), case managers provide wrap-around services more intensely at the beginning of a tenant moving into housing and reduce intensity after tenants stabilize. Intensity of supports may increase as the tenant's circumstances require. ⁴

| Target Population | Scattered Site Caseload | Single Site Caseload | Caseload of Majority Stably Housed Tenants |
|--|-------------------------|----------------------|--|
| Individuals | 20 | 20 | 20 |
| Families ⁵ | 12 | 12 | 12 |
| Transition-age Youth (18–24 yrs. old) ⁶ | 15 | 15 | 15 |

HUD's Intensive Case Management Caseload Guidelines

Intensive Case Management Caseloads: Intensive Case Management is a team-based case management approach to working with high-acuity tenants who require ongoing wrap-around services to maintain tenancy and well-being.⁷

| Target population | Scattered Site Caseload | Single Site Caseload | Existing Program Stably Housed Tenants |
|---------------------------------------|-------------------------|----------------------|--|
| Individuals | 10 | 15 | 20 |
| Families | 10 | 15 | 15 |
| Individuals with Dual dx SUD/SMI | 10 | 10 | 15 |
| Individuals with ID/DD | 10 | 10 | 10 |
| Older Adults | 10 | 15 | 15 |
| Transition-age Youth (18–24 yrs. old) | 10 | 15 | 20 |

Discussion: Do any of these guidelines surprise you? Do they seem correct based on your experience?

Systematic Review in the American Journal of Public Health (2013)

TABLE 1—Characteristics of Case Management Models for Homeless Adults

| | Standard Case Management ²¹ | Intensive Case Management ^{21,22} | Assertive Community Treatment ^{21,23} | Critical Time Intervention ^{21,24} |
|--|--|--|--|---|
| Focus of services | Coordination of services | Comprehensive approach | Comprehensive approach | Targeted to continuity of care |
| Target population | Homeless persons | Homeless persons with the greatest service needs | Homeless persons with the greatest service needs | Homeless persons at critical transitions in their lives |
| Duration of services | Time limited | Ongoing | Ongoing | Time limited |
| Average caseload, no. | 35 | 15 | 15 | 25 |
| Outreach | No | Yes | Yes | Yes |
| Coordination or service provision | Coordination | Service provision | Service provision | Service provision and coordination |
| Responsibility for clients' care | Case manager | Case manager | Multidisciplinary team | Case manager |
| Importance of client-case manager relationship | Somewhat important | Important | Important | Important |

Mixed-Acuity Caseloads

Example of Mixed-Acuity Staffing Review Activity

| | Case Manager A | Case Manager B | Case Manager C |
|-----------------------|--|------------------|-------------------|
| Low-Acuity (1-3) | 4 households=12 | 30 households=90 | 0 households |
| Moderate-Acuity (4-7) | 1 household=5 | 2 households=11 | 20 households=113 |
| High-Acuity (8-10) | 10 households=92 total acuity score | 1 household=9 | 0 households |
| Caseload Size | 15 households | 33 households | 20 households |
| Caseload Acuity Total | 107 | 110 | 113 |

Caseload acuity totals are calculated by adding the caseload acuity assessment scores assigned to each case manager together to get a caseload acuity total per case manager. These caseload acuity totals are then compared to each other to determine the total difference in acuity with which various case managers are working. In this case, the difference in acuity scores between the lowest total (Case Manager A) and the highest total (Case Manager C) is 6 (about one moderate-acuity household); therefore, these caseloads are fairly even. Adjustments to caseload sizes should be made when caseloads are not even in order to achieve similar caseload acuity scores for all case managers, regardless of the actual number of clients served by each. This comparison of caseload acuity can help to ensure adequate and equitable staffing for mixed-acuity caseloads.

CoC-funded Project Caseloads (2019 renewal projects)

- **Reported CoC Project Range:** 1:15 to 1:36
- Case management ratios do not seem dependent on if a project receives CoC supportive services funding or the project's size (beds/units).

Discussion Questions

- What factors are impacting caseload size in Sacramento?
- What do you think this Committee should retain (or not retain!) from HUD's guidance about ratios?
- How are other funders or administrative agencies assessing the quality of case management? Is the focus typically on caseload size?
- Are there ways you would change Factor 5C: Quality of Services to better evaluate a project's success in designing an effective case management strategy?

Proposed 2021 Technical Assistance Approach

Background

From February to March 2020, Homebase conducted on-site technical assistance with every HUD CoC-funded agency. For agencies with renewal projects, the technical assistance focused on performance during the 2019 HUD CoC local competition, feedback on the scoring tools, and questions about HUD compliance. For new agencies, the technical assistance provided an overview of the CoC and the requirements for domestic violence projects.¹

Proposed 2021 Content

Due to the continued impact of COVID-19, Homebase recommends that next year's technical assistance be conducted entirely via Zoom. In a continuation of last year's efforts, Homebase and Sacramento Steps Forward will collaborate to align technical assistance. Homebase's component of this year's proposed technical assistance will include two parts.

Part 1: Performance Outcomes

Performance Outcomes Technical Assistance: Each competition technical assistance visit will be 20-30 minutes long and follow a similar format to previous years.

- Agencies with Renewal Projects: Homebase will review each projects' performance according to the APR data that was input into in the PRESTO application in preparation for the 2020 competition. Agencies will have an opportunity to examine their data, ask questions focused on improving their project performance, and recommend changes to the scoring tools.
- DV Projects: Homebase will discuss the project's ramp up process and integration into the Domestic Violence Coordinated Entry System.

Part 2: Capacity Building

Option 1 – Additional One-on-One Technical Assistance: Each provider will have the option to select a technical assistance topic in addition to the competition technical assistance, and Homebase will spend 30-40 minutes providing direct targeted TA. Options could include:

- Option A - Housing First Assessment & Implementation
- Option B - Secondary Trauma & Compassion Fatigue
- Option C - Involving Clients in Feedback Loops & Policy Making Decisions

Option 2 - Shared Training: Homebase will host a 90-minute training that is open to all HUD CoC-funded project staff. Providers will be able to vote for the training their agency would be most interested in receiving, then SSF and Homebase will work together to identify the final topic. Potential topics for the training include:

¹ For more information about topics and materials covered, as well as feedback received, during the 2020 TA Visits, please see [Sacramento PRC TA Summary](#) distributed to the PRC in June 2020.

- Housing Stability Planning
- Strategies for Engaging and Strengthening Relationships with Landlords
- Effective, Equitable, and Person-Centered Housing Strategies
- Strategies for Recognizing and Working with Survivors of Domestic Violence

Discussion Questions

1. Should part 2 of this year's technical assistance focus on additional one-on-one technical assistance or a shared training?
2. Are there any additional capacity building topics that should also be considered for part 2?