

AGENDA

Fairfax County Board of Supervisors

Human Services Committee Meeting

July 19, 2016

10:00 am – 12:00 pm

Government Center Room 9/10

Meeting called by Supervisor Hudgins

Attendees: Fairfax County Board of Supervisor

Please read: Handouts will be provided at the meeting

10:00-10:30 **Update on CHCN Transition and EHR
Maintenance Efforts**
Dr. Raja Satouri, Health Department

10:30-10:50 **Continuum of Care (CoC) Grant
Recommendations** Dean Klein, Prevention & End
Homelessness

10:50-11:20 **Address impact of loss of Continuum of Care
(CoC) funding for Domestic Violence Housing**
Ina Fernandez, Office for Women &
Domestic and Sexual Violence Services

11:20-12:00 **Update JDRC diversion efforts and state changes in service
philosophy**
Bob Bermingham, Juvenile & Domestic Relations Court

The Fairfax County
Human Services System

CHCN UPDATE

**PRESENTATION TO
HUMAN SERVICES COMMITTEE
FAIRFAX COUNTY BOARD OF SUPERVISORS
JULY 19, 2016**

Working Together To Achieve Better Results



TRANSITION HIGHLIGHTS

- Inova assumed full operation of CHCN clinics July 1, 2016
 - Majority of Molina staff retained by Inova
 - Hiring and onboarding of key providers almost complete
- Service contract in place with Molina to continue Electronic Health Records (EHR) support for all 3 clinics through December 31, 2016
- Planning underway to transition EHR support to Millennium January 1, 2017 to enable County and safety-net partners to fully evaluate current and future technology needs for the safety net and decide on a long-term solution
- Pharmacy services being provided under separate contract by Genoa (also the provider for CSB pharmacy)



KEY SERVICE AGREEMENT

- To develop and strengthen integrated primary care resources for a target population that:
 - Have income at or below 200% of the Federal Poverty Guidelines, and
 - Do not have access to affordable health insurance using Fairfax County's eligibility criteria; or
 - Are clients of the Fairfax-Falls Church Community Services Board
- Other eligible clients include:
 - Clients of the Fairfax County Department of Family Services requiring General Relief examinations
 - Walk-in services to clients requiring family planning services during a weekly walk-in appointment
- Review eligibility requirements for potential updates



OTHER AGREEMENT AREAS

- Focus On The Triple Aim
 - Fairfax County's integrated primary care system shall strive to achieve the triple aim of:
 - Improved health of the target population of eligible residents
 - Enhanced patient experience of care
 - Reduced per capita cost of health care w/reinvestment of savings to enhance services

Over the long term, a stronger system that involves multiple community partners

- Creation of a leadership group:
 - Comprised of three members from County senior leadership and three members from Inova leadership
 - County representatives of the Leadership Group shall report to community stakeholders as necessary
 - Inova responsible for clinic operations, staffing, and service needs as well as system development topics to maintain mutually agreed-upon clinical standards
 - Co-lead a Health Council of health related organizations to discuss the long-term strategic direction and development of the safety net system



SAFETY NET DEVELOPMENT PLAN



- Gap analysis of safety net system by Inova, County and FQHCs.
- Inova to provide services to CHCN enrollees under existing model, with agreement to mutually review and adopt new practices that will enhance services.
- Work with safety-net partners to find permanent EHR solution

- Work with FQHCs to address foundational gaps to enhance their infrastructure.
- County will work with Inova, in collaboration with FQHCs, to transition CHCN into a new health care model that is part a community patient-centered medical home network.
- Part of the branding of the new model may include a new name that is mutually agreed upon by the Leadership Group
- County will continue efforts within Health & Human Services to integrate primary, behavioral and oral health.
- Beginning in June 2019, the County/Inova will begin a comprehensive review of services in the overall community safety net system.

- When ready, FQHCs begin to assume responsibility as primary care provider for the County's medically indigent

SYSTEM TRANSFORMATION

TRANSITION CHALLENGES AND OPPORTUNITIES

- Provider coverage
 - Hiring and onboarding underway
 - Coverage needs being met through locums and cross-coverage by existing providers
- Complexity of EHR Transition
 - Record migration
 - Vendor support of EHR until transition to a long-term solution
- Strengthen capacity for physical/behavioral health integration and care management
- Long-term sustainability and quality of health safety net
 - Flexibility in development of new health care delivery model
 - Explore EHR options that will enhance integration of Health & Human Services and the broader safety net system

HUD 2016 CONTINUUM OF CARE GRANT APPLICATIONS

Project Description	HUD Funding
Grants Sponsored by County Agencies	
1. DFS with partners, Reaching Independence through Support and Education (RISE) – Renewal 08/17-07/18 – 20 leased units providing permanent supportive housing for 20 formerly homeless families with a disabled head of household.	\$518,327
2. DHCD/Pathway Homes, Shelter Plus Care #1 – Renewal 04/17-03/18 – 29 leased units providing permanent supportive housing for 34 formerly homeless individuals with severe mental illness.	\$531,097
3. DHCD/Pathway Homes, Shelter Plus Care #2 – Renewal 06/17-05/18 – 33 leased units providing permanent supportive housing for 41 formerly homeless individuals with severe mental illness	\$593,083
4. DHCD/Pathway Homes, Shelter Plus Care #9 – Renewal 08/17-07/18 – 22 leased units providing permanent supportive housing for 25 formerly homeless individuals with severe mental illness	\$382,826
5. DHCD/Pathway Homes, Shelter Plus Care #10 – Renewal 06/17-05/18- 11 leased units providing permanent supportive housing for 18 formerly homeless individuals with severe mental illness.	\$270,204
6. Office to Prevent and End Homelessness, Planning Grant – 9/17-8/18 – One year of funding to support continued planning efforts and HUD compliance for our homeless service delivery system.	TBD
Grants Sponsored by Non-Profit Agencies	
7. Christian Relief Services of Virginia, 1994 CRS/Pathway Homes/ PRS SHP – Renewal 07/17-06/18 – 4 owned units providing permanent supportive housing for 14 formerly homeless individuals with severe mental illness.	\$234,041
8. Christian Relief Services of Virginia, 1995 CRS/Pathway Homes/ PRS SHP – Renewal 02/17-01/18 – 4 owned units providing permanent supportive housing for 14 formerly homeless individuals with severe mental illness.	\$312,405
9. Christian Relief Services Charities, 1991 CRS/Pathway Homes SHP – Renewal 01/18-12/18 – 7 owned units providing permanent supportive housing for 16 formerly homeless individuals with severe mental illness.	\$146,344
10. Pathway Homes, 1991 SHP – Renewal 01/18-12/18 – 4 units owned providing permanent supportive housing for 16 formerly homeless individuals with severe mental illness.	\$171,513

Project Description	HUD Funding
11. Pathway Homes, 2007 SHP – Renewal 12/17-11/18 – 7 leased units providing permanent supportive housing for 7 formerly chronically homeless individuals with severe mental illness.	\$174,429
12. Pathway Homes, 2009 SHP – Renewal 11/17-10/18– 7 leased units providing permanent supportive housing for 7 formerly chronically homeless individuals with severe mental illness.	\$174,114
13. Pathway Homes, 2011 SHP – Renewal 09/17-08/18 – 9 leased units and 1 leased group home providing permanent supportive housing for 25 formerly homeless or chronically homeless individuals with severe mental illness.	\$355,749
14. Pathway Homes, 2014 SHP – Renewal 08/17-07/18 – 50 leased units providing permanent supportive housing for 55 chronically homeless individuals with severe mental illness.	\$1,290,862
15. Pathway Homes, 2015 SHP – Renewal 10/17-09/18 – 22 leased units providing permanent supportive housing for 22 formerly chronically homeless individuals with severe mental illness.	\$544,804
16. PRS, Inc., PRS Intensive Supportive Housing – Renewal 09/17-08/18 – 1 owned group home providing permanent supportive housing for 6 formerly homeless individuals with severe mental illness.	\$176,591
17. FACETS, TRIUMPH PSH – Renewal 02/17-01/18 – 9 leased units providing permanent supportive housing for 9 formerly chronically homeless individuals.	\$173,953
18. FACETS, TRIUMPH II PSH –Renewal 1/18-12/18 – 12 leased units providing permanent supportive housing for 18 formerly chronically homeless individuals.	\$320,532
19. FACETS, TRIUMPH III PSH – Renewal 10/17-09/18 – 10 leased units providing permanent supportive housing for 10 formerly chronically homeless individuals.	\$237,467
20. FACETS, Linda’s Gateway PSH – Renewal 10/17-09/18 – 2 leased group homes providing permanent supportive housing for 12 formerly chronically homeless individuals and 2 leased units providing permanent supportive housing to 2 chronically homeless families.	\$432,351
21. New Hope Housing, PSH Group Homes – Renewal 08/17-7/18 – 2 group homes (one leased and one owned) providing permanent supportive housing for 16 formerly chronically homeless individuals. (consolidated – Max’s Place and Gartlan House)	\$361,672
22. New Hope Housing, Milestones – Renewal 07/17-06/18 – 4 owned units providing permanent supportive housing for 5 formerly homeless families with a disabled head of household.	\$63,577

Project Description	HUD Funding
23. New Hope Housing, Just Home Fairfax – <i>Renewal 11/17-10/18</i> – 3 leased units providing permanent supportive housing for 6 formerly chronically homeless individuals.	\$88,310
24. The Alternative House, Transitioning Age Youth Rapid Rehousing – <i>Renewal 10/17-09/18</i> – Rapid Rehousing (rental assistance and supportive services) for 11 households for those between the ages of 18 and 24, with and without accompanying children.	\$285,780
25. Shelter House, Rapid Rehousing Project – <i>Renewal 10/17-09/18</i> – Rapid Rehousing (rental assistance and supportive services) for 60 households, both families and individuals.	\$451,040
26. Sponsor to be determined, PSH or RRH –<i>New Projected date 10/17-09/18</i>	TBD
Totals	\$8,291,071

Fairfax County

Health & Human Services

Transitional Housing for DV Update

PRESENTATION TO
HUMAN SERVICES COMMITTEE
FAIRFAX COUNTY BOARD OF SUPERVISORS
JULY 19, 2016

Working Together To Achieve Better Results



BACKGROUND

- CHRP DV housing program operated as a traditional transitional housing program for 20 years
- In 2013, cuts in federal housing funds forced a restructuring of the CHRP program and a reduction in the available transitional units from 36 to 28
 - Commission for Women supported repurposing CHRP units to “survivor-first transitional housing”
 - 28 units: 17 units in north and mid-County supported by Shelter House and 11 units in south County supported by UCM to support victims of domestic violence
- Program Outcomes for the 28 units (91 beds)
 - 151 clients served (51 adults) – average of 72 people/night
 - Average length of stay – 336 Days
 - Housing stability measure – 60% (38 of 67 exited to permanent housing)
 - Earned Income Increase – 13% (for adults aged 18-61)



COC FULLY FUNDED – 28 UNITS

Budget	HUD	COUNTY	TOTAL
Leasing	\$411,356	\$ 72,135	\$483,491
Utilities/Maint.	\$0	\$ 8,000	\$ 8,000
Operating	\$0	\$ 58,740	\$ 58,740
Supportive	\$0	\$ 234,962	\$234,962
Administrative	\$ 28,451	\$ 0	\$ 28,451
Total Grant	\$439,807	\$ 373,837	\$813,644



CURRENT ISSUE

- Loss of Continuum of Care (CoC) federal funding supporting these 28 transitional housing units for DV
 - HUD shifted funding focus from transitional to permanent supportive housing
- Fairfax County CoC Advisory Group prioritized permanent supportive housing
 - Shelter and transitional housing programs designated as priority 2 under local funding priorities
- September 2016, CHRP homes will terminate operations
 - Existing families moved to other housing options



IMPACT OF LOSS

- Further reduces the County/Community capacity to offer supportive housing for families fleeing DV situations
 - Eliminates resources to provide up to 12 months of safe housing and associated services needed to prepare families to be self-sufficient
 - financial planning, employment training, trauma services
- Potential increase in emergency shelter wait list
 - Additional time needed to find permanent housing
 - Stagnant housing pipeline will likely result in dropped families
- Creates a greater service gap for DV supportive housing



FUNDING RECOMMENDATIONS

Budget	28 Units (Retains full Capacity)	12-17 Units (Use 5 leased + 12 BA Units)
Leasing	\$483,491	\$ 75,000
Utilities/Maint.	\$ 8,000	\$ 5,101
Operating	\$ 58,740	\$ 58,740
Supportive	\$234,962	\$234,962
Administrative	\$ 28,451	\$ 0
Total Grant	\$813,644	\$373,837



PROPOSAL TO RETAIN SOME HOUSING CAPACITY

- Use Bridging Affordability Funds to provide funding necessary to lease 12 to 17 apartments
- Reallocate \$373,837 County matching grant funds (previously used for CHRP) to support services/case management needed to continue transitional housing
- Tie funding to BA program to provide contracted Case Management, specifically for victims of Domestic Violence
- Serve 12 to 17 families



The Fairfax County
Human Services System

**MERGING SCIENCE AND RESEARCH WITH POLICY AND
PRACTICE IN JUVENILE JUSTICE SERVICE DELIVERY**

**PRESENTATION TO
HUMAN SERVICES COMMITTEE
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PRESENTATION OVERVIEW

- Juvenile Justice Transformation Efforts
 - Nationally
 - Within the Commonwealth
 - Fairfax County's Juvenile Justice Transformation
- What is the data telling us?
- Opportunities Moving Forward: Effectively Leading our CSU through a Time of Transformation



NATIONAL TRANSFORMATION TRENDS

- Recognition that juveniles are *different* than adults
- Limit who can be incarcerated/committed
- Expand non-residential alternatives
- Adopt best juvenile justice and evidence based practices
- Use data to increase accountability for results



SUPREME COURT DECISIONS

- *Roper v. Simmons (2005)*
 - Prohibited the imposition of the death penalty for a crime committed as a juvenile
- *Graham v. Florida (2010)*
 - Prohibited juveniles from life without the possibility for parole (LWOP) for non-homicide cases.
- *Miller v. Alabama (2012)*
 - Struck down statutes that required courts to sentence juveniles convicted of murder to LWOP



VIRGINIA DEPARTMENT OF JUVENILE JUSTICE (DJJ) TRANSFORMATION EFFORTS

- Utilization of the Balanced Approach
- Individualized, Risk-Based Services
- Data Driven Management
- Community Partnerships
- Closure of most big correctional facilities
 - Opening wings in the remaining facilities with a high premium on workers trained in both security and rehabilitation.



FAIRFAX COUNTY JUVENILE JUSTICE TRANSFORMATION INITIATIVES

- **Increase utilization of Diversion-Right Child, Right Time, Right Dosage**
 - Alternative Accountability Program (AAP)
 - Assessments at the Intake level to identify risk level of youth and match with right intervention
 - Core Values, Diversion Hearings, Monitored Diversion, Diversion 101, Victim Impact, Girls' Circle, Family Counseling, Changing Lives with Literature
- **Focusing on 'What Works' to reduce recidivism by utilizing Evidence Based Practices (EBP)**
 - Increases efficiency in how we do our work
 - Increases effectiveness in our work
 - Improves success rates
 - Increases incidents of positive behavioral change
 - Decreases recidivism



FAIRFAX COUNTY JUVENILE JUSTICE TRANSFORMATION INITIATIVES

- **Focus on the Risk-Needs-Responsivity Principles**
 - **Risk Principle:**
 - Targeting the higher risk offenders with the most intensive interventions
 - Limiting intervention with lower risk offenders
 - **Need Principle:**
 - Completing a validated assessment to identify a client's criminogenic need
 - **Responsivity Principle:**
 - Matching the style and mode of intervention to the ability and learning style of the offender.



FAIRFAX COUNTY JUVENILE JUSTICE TRANSFORMATION INITIATIVES

- **Staff and Stakeholder Training regarding National, State and Local Transformation Efforts**
 - 6 part training series that included the Court Appointed Attorneys, Guardian Ad Litems, Office of the Public Defender and Commonwealth Attorney's Office.
 - Only jurisdiction in the country to send a team (Judiciary, CSU, PD, CA, former client) to the RFK National Resource Center's Probation System Review Symposium.
 - Training for representatives from the CSU, FCPS, and FCPD through Center for Juvenile Justice Reform at Georgetown University, leading to the creation of the AAP and Intake Pilot.
- **Created Juvenile Justice Transformation Team**
 - Weekly meetings and members include: CSU leadership, the Judiciary, the Office of the Public Defender, the Bar Association, and the Commonwealth Attorney's office.



DATA DRIVEN DECISION MAKING

- Organization and Structural Changes
 - Probation Division
 - Analysis of caseloads indicated a need to move resources within the agency
 - Due to a push for diversion, additional Diversion Counselors were added
 - The Diversion Pilot analysis identified a need for Intake Officers with more case management experience leading to movement of positions
 - Smaller juvenile caseloads and growing adult probation caseloads has led to the reallocation of juvenile probation positions to Community Corrections



DATA DRIVEN DECISION MAKING

- Organization and Structural Changes
 - Residential Division
 - Analysis of low utilization and average daily population for the Post-Dispositional (BETA) and Boys Probation House programs indicated a need to investigate other options
 - The results from the analysis lead to consideration for a regional Community Placement Program funded by DJJ but located within our Detention Center
 - Opening doors at Foundations for non-court involved youth (DFS)
 - Implementing new diversion program to allow Parental Placements at Shelter Care in response to data analysis on the use of detention and petitions in cases domestic assault



OPPORTUNITIES MOVING FORWARD: EFFECTIVELY LEADING OUR CSU THROUGH A TIME OF TRANSFORMATION

- **Being Credible in Action**
 - Fidelity to the process.
 - Communicating effectively.
 - Action-oriented and transparent.
- **Creating Focus through Vision and Purpose**
 - Ensure that everyone within the CSU understands that they all have an important purpose; there are no insignificant roles.
 - Adherence to Strategic Plan.
 - Prioritize, focus and concentrate individuals and resources on the most critical court needs.



OPPORTUNITIES MOVING FORWARD: EFFECTIVELY LEADING OUR CSU THROUGH A TIME OF TRANSFORMATION

- **Manage Interdependencies: Work Beyond Boundaries**
 - Cooperatively educate, work and manage with other organizations.
 - Effectively communicate court requirements and accomplishments to outside stakeholders.
 - Marshal resources and establish collaborative programs and partnerships.
- **Create a High Performance Work Environment**
 - Organizational change and complexity demand effective court leadership at all levels.
 - Initiative is encouraged since the CSU must leverage scarce resources, both human and otherwise. Innovation is encouraged.



OPPORTUNITIES MOVING FORWARD: EFFECTIVELY LEADING OUR CSU THROUGH A TIME OF TRANSFORMATION

- **Do Skillful and Continual Diagnosis**
 - Remain vigilant in assessing information and data needs
 - Use RBA to measure how well we are doing our work—beyond recidivism rates
 - Through Strategic Planning and visioning; continuously forecast future needs and conditions
 - Make adjustments based on assessments as to how well processes are working



QUESTIONS AND ANSWERS











