

# Welcome!

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Please remain muted throughout the presentation.

We will be asking quick survey questions throughout the presentation via WebEx as well as gathering feedback at the end.

Please respond and we will save and review all feedback.

*Note: Attendees cannot see how you respond to survey questions.*

You can also leave comments in the chat and we will save them.

## Warm-up Question:

Have you had a chance to take a look at the Supportive Housing 2.0 Strategic Plan document yet?

# Supportive Housing Strategic Plan Statewide Presentation

September 29, 2020

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**BE D·B·H·D·D**

Georgia Department of Behavioral Health & Developmental Disabilities

Office of Supportive Housing



# DBHDD Interpreters

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- Bristol Persis
- Jasmine Lowe

Thank you!

# Our Agenda Today

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- Welcome
- RESPECT Institute Speaker
- DBHDD Supportive Housing Introductions
- Supportive Housing Mission, Vision, Goals
- Review of Plan Highlights and Progress
- Feedback Survey
- Close

# RESPECT Institute Speaker

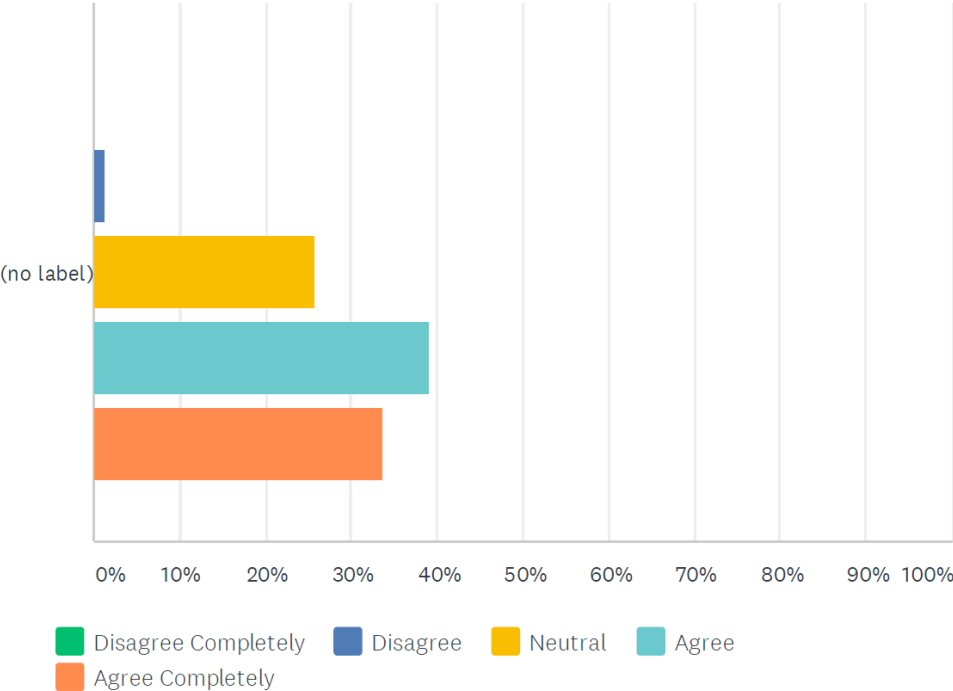
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- RESPECT Institute Speaker: **Ms. Claudette Freedman**
- Introduced by Toyia Mather, CPS-MH, RESPECT Institute of Georgia Outreach Coordinator

# Pre-Session Survey Responses

Q1 The Georgia Housing Voucher Program has many opportunities for improvement in order to be more efficient and better serve individuals in need of supportive housing.

Answered: 74   Skipped: 0

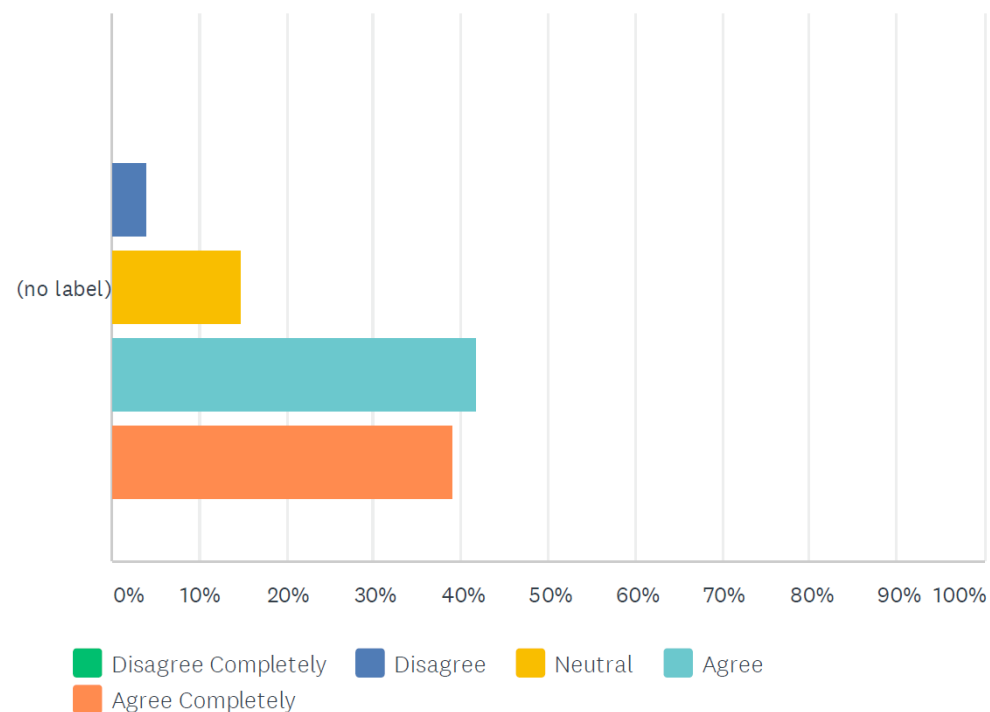


|            | DISAGREE COMPLETELY | DISAGREE   | NEUTRAL      | AGREE        | AGREE COMPLETELY | TOTAL | WEIGHTED AVERAGE |
|------------|---------------------|------------|--------------|--------------|------------------|-------|------------------|
| (no label) | 0.00%<br>0          | 1.35%<br>1 | 25.68%<br>19 | 39.19%<br>29 | 33.78%<br>25     | 74    | 4.05             |

# Pre-Session Survey Questions

Q2 With the need for services increasing amidst the added complications of the pandemic, the system is stressed and now is the time to transform the program.

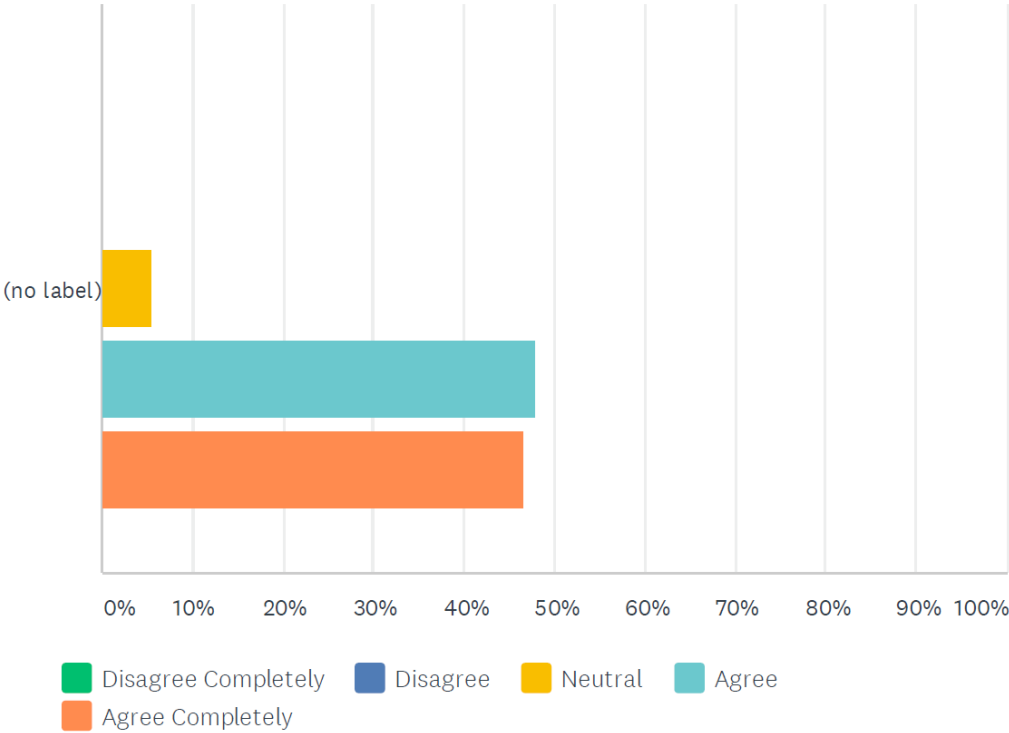
Answered: 74 Skipped: 0



|            | DISAGREE COMPLETELY | DISAGREE   | NEUTRAL      | AGREE        | AGREE COMPLETELY | TOTAL | WEIGHTED AVERAGE |
|------------|---------------------|------------|--------------|--------------|------------------|-------|------------------|
| (no label) | 0.00%<br>0          | 4.05%<br>3 | 14.86%<br>11 | 41.89%<br>31 | 39.19%<br>29     | 74    | 4.16             |

Q3 Service Providers play an integral role in the transformation of the GHVP and this process requires Provider engagement and buy-in.

Answered: 73    Skipped: 1

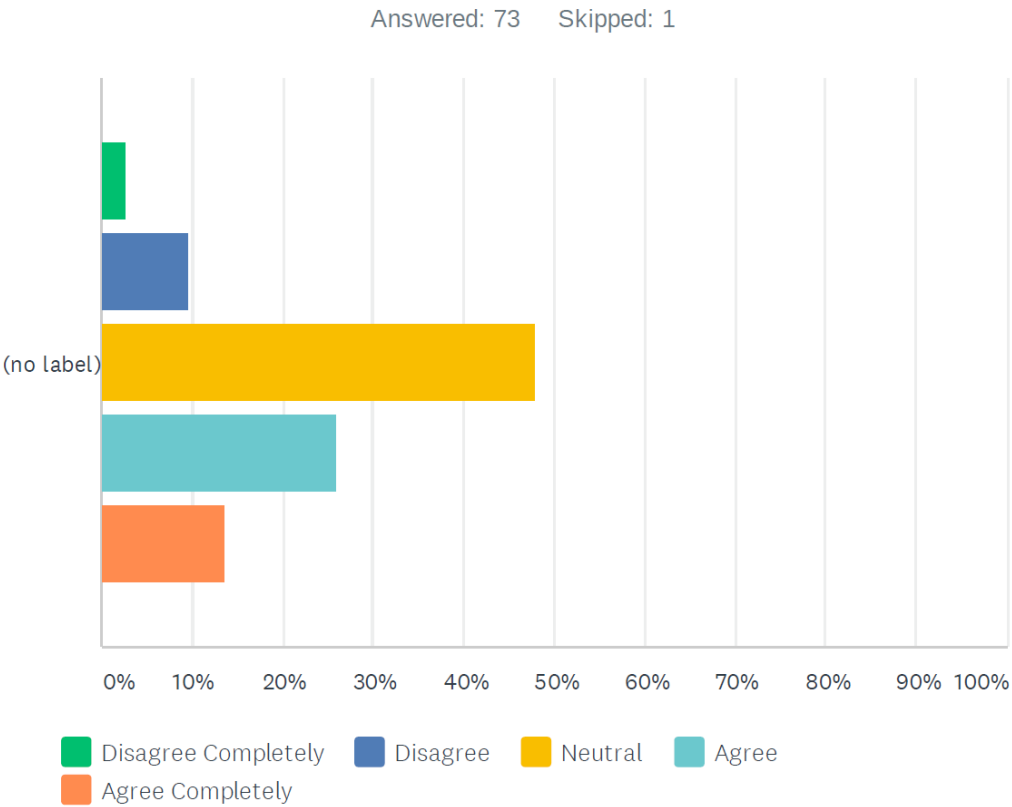


|            | DISAGREE COMPLETELY | DISAGREE   | NEUTRAL    | AGREE        | AGREE COMPLETELY | TOTAL | WEIGHTED AVERAGE |
|------------|---------------------|------------|------------|--------------|------------------|-------|------------------|
| (no label) | 0.00%<br>0          | 0.00%<br>0 | 5.48%<br>4 | 47.95%<br>35 | 46.58%<br>34     | 73    | 4.41             |



# Pre-Session Survey Questions

Q4 I feel that current change efforts are taking the opinions and feedback of Service Provider leadership and staff into consideration.



|            | DISAGREE COMPLETELY | DISAGREE   | NEUTRAL      | AGREE        | AGREE COMPLETELY | TOTAL | WEIGHTED AVERAGE |
|------------|---------------------|------------|--------------|--------------|------------------|-------|------------------|
| (no label) | 2.74%<br>2          | 9.59%<br>7 | 47.95%<br>35 | 26.03%<br>19 | 13.70%<br>10     | 73    | 3.38             |

# Questions we hope to answer

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- Where are we headed?
  - What is the purpose of this process?
  - What's been accomplished so far?
  - What's coming?
- 
- How will service providers be impacted and involved?

# Office of Supportive Housing Team

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- Maxwell Ruppensburg, Director
- Letitia Robinson, Assistant Director
- Camille Rowe, GHVP Program Coordinator
- Jenn McIntosh, GHVP Program Associate
- Ramesh Puttamareddy, Operations and Data Analyst
- (vacant), GHVP Monitor Specialist

# Regional Team Members

- **Region 1**

- Hetal Patel, Regional Service Administrator
- Scarlett Freelin, Housing Transition Coordinator

- **Region 2**

- Dawn Peel, Regional Service Administrator
- April Edwards, Housing Transition Coordinator

- **Region 3**

- Gwen Craddieth, Regional Service Administrator
- Venessa Bullard-Carr, Housing Transition Coordinator
- Troy McQueen, Program Analyst Coordinator
- Cherealla Santamaria, GHVP Housing Specialist

- **Region 4**

- Jennifer Dunn, Regional Service Administrator
- *(Vacant)*, Housing Transition Coordinator

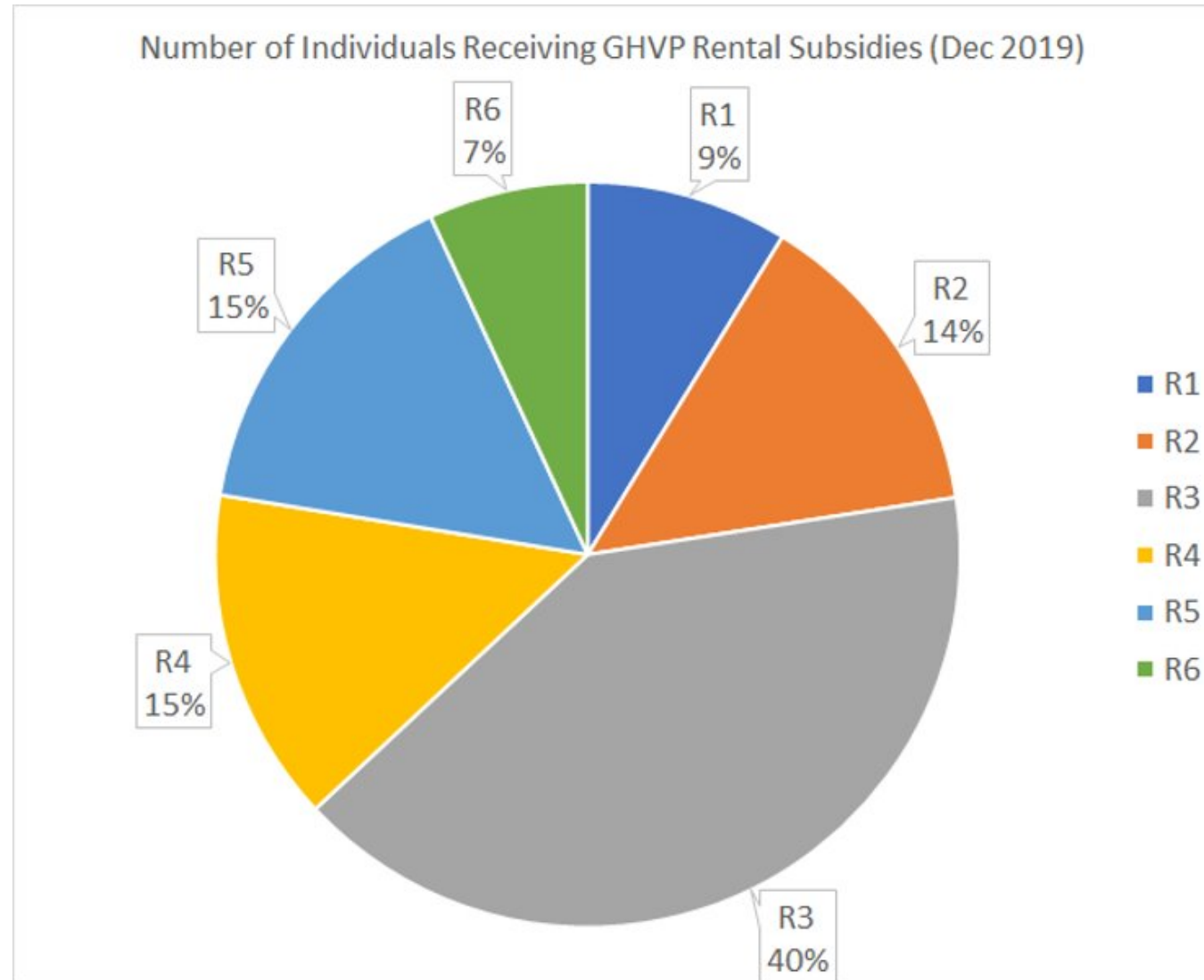
- **Region 5**

- José Lopez, Regional Service Administrator
- Jeannette Bacon, Housing Transition Coordinator

- **Region 6**

- Ann Riley, Regional Service Administrator
- Sam Page, Housing Transition Coordinator

# GHVP Across Regions



# SH 2.0 Strategic Plan Contributing DBHDD Teams

- Division of Behavioral Health (BH)
  - Office of Supportive Housing (OSH)
  - Office of Adult Mental Health
  - Office of Recovery Transformation
- Regional Field Offices
- Division of Performance Management and Quality Improvement
  - Office of Quality Improvement
  - Office of Performance Analysis
  - Office of Medicaid Coordination and Health Systems Innovation
- Division of Accountability and Compliance
- Office of Information Technology
- Office of Budget and Finance
- Office of Procurement and Contracting
- Office of Legal Services

# Supportive Housing 2.0 Steering Sub-Committees

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- 1. Housing Support Service Strategic Planning**
- 2. Fidelity Monitoring & Tool Implementation**
- 3. Program Evaluation**
- 4. SH Staff Inventory & Analysis**
- 5. Data and IT Analysis and Systems Enhancements**
- 6. Process Inventory and Analysis**

# Division of Behavioral Health Strategic Cycle

## Goal Identification

Initiated by BH Leadership

- Informed by DBHDD strategic initiatives
- Input on opportunities in field offices
  - Provided during recurring meetings and as identified or requested
  - Includes aggregated results from evaluation phase

## Planning and Preparation

Process led by teams aligned with the goal

- Teams composed of staff at 2-Peachtree and field office
  - Plan approved by leadership before implementation begins

## Evaluation and Analysis

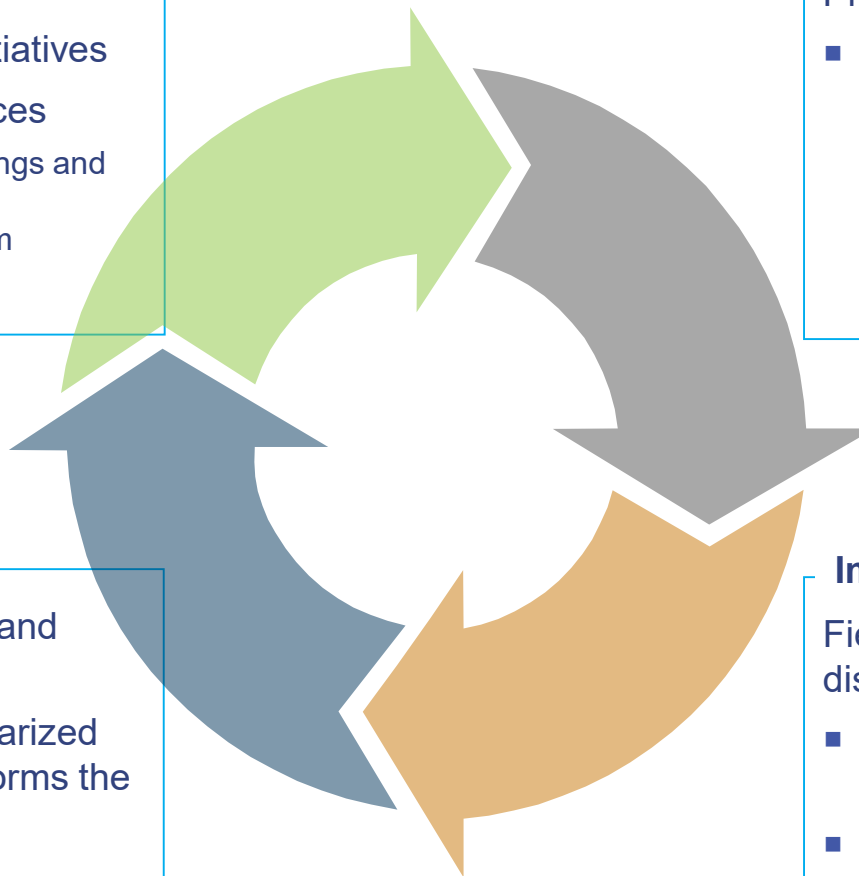
Field implementation teams gather and provide feedback

- Feedback is reviewed and summarized into an overall evaluation that informs the work

## Implementation and Dissemination

Field offices implement against the plan and disseminate key information

- Follow a consistent process for implementation
- Inform and engage implementation leads in field offices during the process





# Supportive Housing 2.0: Mission, Vision, Values, and Goals

# GHVP/OSH Mission Statement

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**“House, support, and sustain eligible individuals in need who have severe and persistent mental illness, in order to prevent homelessness and promote independence and long term recovery, in collaboration with our network of partners, efficiently and effectively.”**

# GHVP/OSH Vision Statement

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**TRANSFORM** the Georgia Housing Voucher Program into a leading model of Permanent Supportive Housing.

**DELIVER** collaborative, sustainable, and long-term outcomes at the individual and system level.

**LEAD** toward the reduction and ultimate end of chronic homelessness among DBHDD's target population in Georgia, as well as contribute to the end of homelessness throughout the state.

# Our Values

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- Outcome-Oriented
- Person Centered
- Silo-Breaking and Collaboration
- Continuous Quality Improvement
- Communication and Transparency
- Accountability and Reliability
- Compassion and Respect
- Harm Reduction
- Inclusion and Representation
- Flexibility
- Customer Service
- Efficiency
- Trauma-Informed

# QUESTION:

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- How do you feel about the Supportive Housing 2.0 mission, vision, and values?

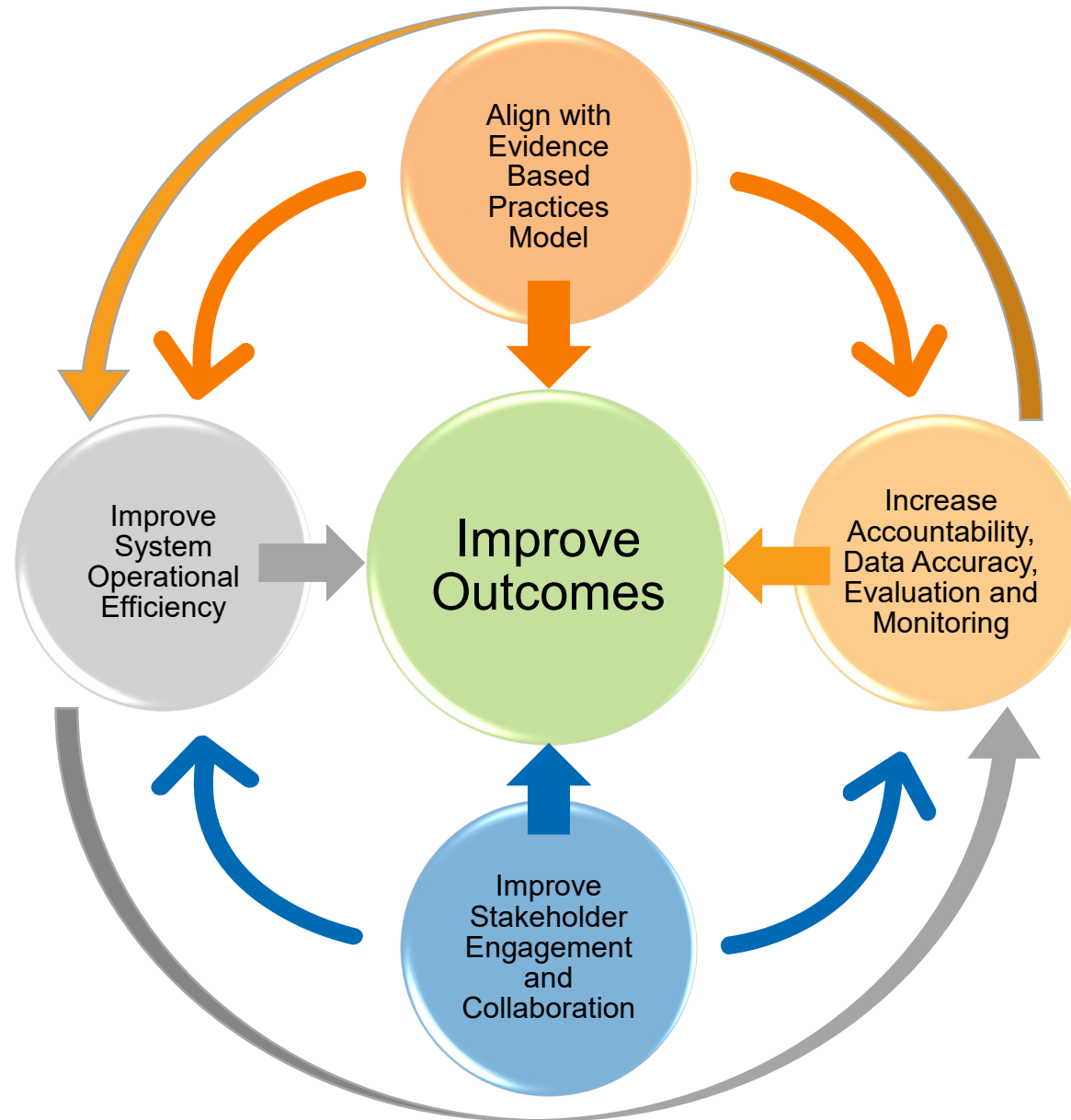
Please rate on a scale from 1 to 5, with 1 being Negative and 5 being Positive.

# Supportive Housing Goals

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1. Align Programs with Evidence-Based Practices.
2. Increase System Accountability and Transparency, Data Accuracy, and Evaluation and Monitoring.
3. Improve System Operational Efficiency.
4. Improve Stakeholder Engagement and Collaboration.
5. Deliver Improved Outcomes at Individual and System Level.

# Supportive Housing 2.0 Goals



# Supportive Housing System Phases

- Segmentation of supportive housing system into six phases.

## 1. Outreach

- Individual is connected to a provider or presents for initial intake.
- Individual is identified at DBHDD Hospital.
- PATH Outreach occurs.

## 2. Assessment

- Determination of target population.
- Completion of NSH survey.
- Individual not eligible for PSH can be referred to other resources.

## 3. Application

- Completion of referral process for GHVP.
- Forms and document submission.
- Results in review of referral and issuance of Notice to Proceed.

## 4. Housing Search

- Housing search supported by CM begins with the individual.
- All voucher programs have limited housing options. Unit must accept vouchers and be accepted by tenant.

## 5. Leasing

- Inspection and leasing process occurs in this phase.
- Individual receives Bridge Funding as needed.

## 6. Stability

- Individual receives ongoing housing support and connection with services.
- Fidelity Monitoring ongoing.
- Level of supportive health services and CM can fluctuate



# Goal Area 1: Align Programs with Evidence Based Practices

# Evidence Based Practice Model for Permanent Supportive Housing

**Individuals  
have tenancy  
rights**

**No lease  
provision that  
would be  
discriminatory**

**Treatment  
Services are  
voluntary;  
eviction not  
allowed due  
no treatment**

**House rules if  
applicable  
cannot be  
discriminatory**

**Housing is not  
time limited  
and renewable**

**Housing  
choice and  
preference is  
assessed**

**Housing is  
affordable. No  
more than 30%  
of income  
toward rent**

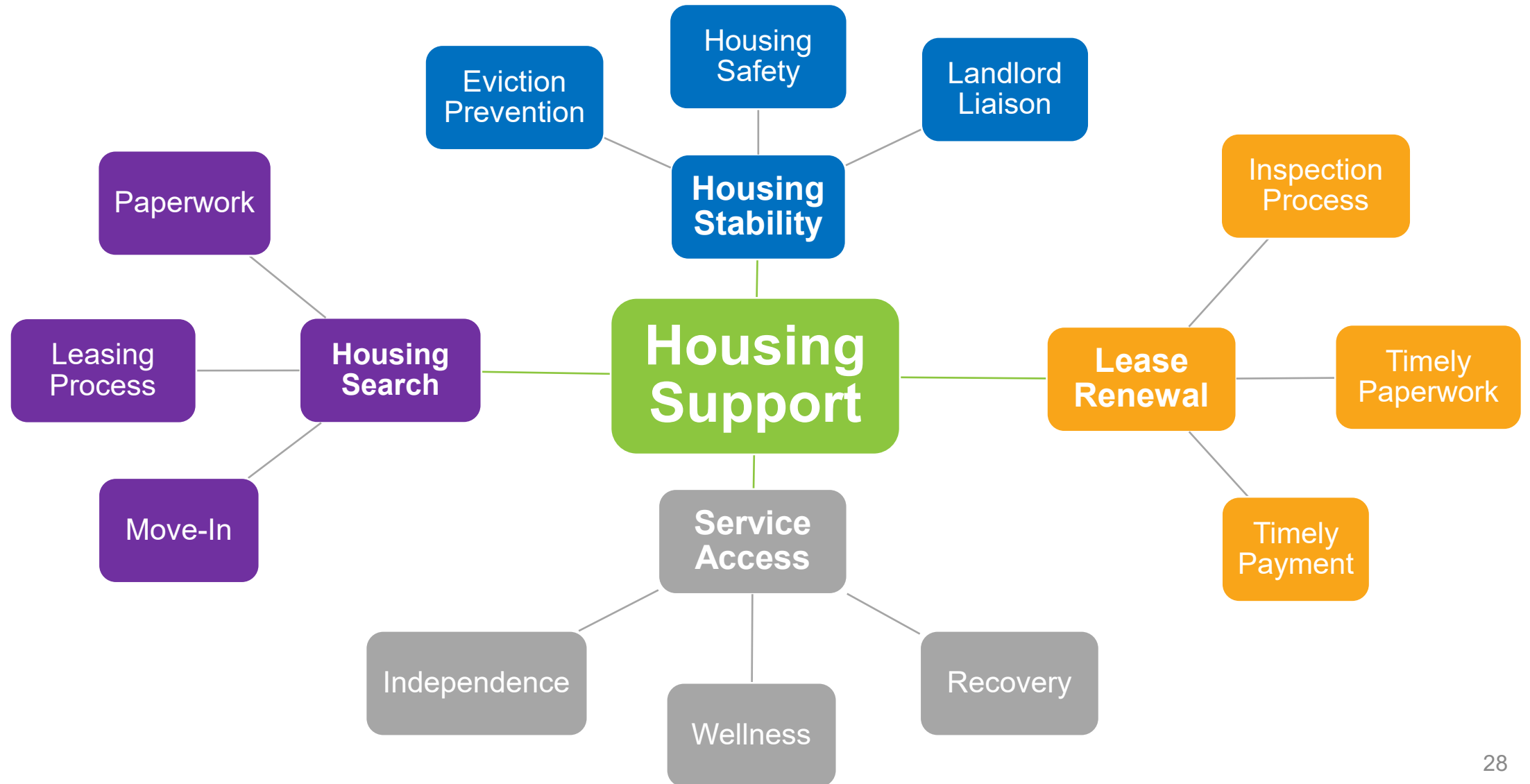
**Housing is  
integrated –  
opportunity to  
interact with others  
with no psychiatric  
diagnosis**

# Housing Support Service System

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- Non-optional, non-clinical housing support for all SH clients
- Service design near readiness
- Learning from pilot initiative in Region 3 with 180 clients and other provider initiatives
- Tentative provider enrollment date: January 2021
- Tentative service launch date: April 2021
- Plan to phase out Wellness Case Management and phase in Housing Support Service

# Need for Housing Support Service System



# Fidelity Monitoring

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- Operating in alignment with program design to achieve consistent outcomes and inform adaptations
- Involves communication, collaboration, and providing support for providers to achieve shared system goals
- Tool design complete.
  - Based on SAMHSA model, with provider focus group feedback.
- GHVP Monitor Specialist position created, in hiring phase.
- Implementation to start with pilot rollout.

# Policy Changes

- **Problem:** Hard to house individuals cannot secure housing
- **Solution:** Master Leasing allows provider to sublet to individuals
- **Problem:** Landlords perceive damage risks; Evictions do occur
- **Solution:** Creation of “Landlord Risk Mitigation” under Bridge Funding
  - \$1,000 for Eviction Prevention (property damages, moving)
- **Problem:** Unified Referral process takes too long to get to housing
- **Solution:** GHVP changed to “resource of *first* resort”
- **Problem:** Limited payment standard nuance in high density areas
- **Solution:** Updated Payment Standards, adopting Fair Market Rents
- **Problem:** Hospital pre-screening expends time, is difficult to track
- **Solution:** Streamlined hospital screening process, completely paperless

# QUESTION

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- Is there a clear need and reason for implementing these evidence based practices within the GHVP?

Please answer on a scale of 1-5, with 1 being “Not Clear” and 5 being “Very Clear”

# Goal Area 2: Increase System Accountability and Transparency, Data Accuracy, and Evaluation and Monitoring

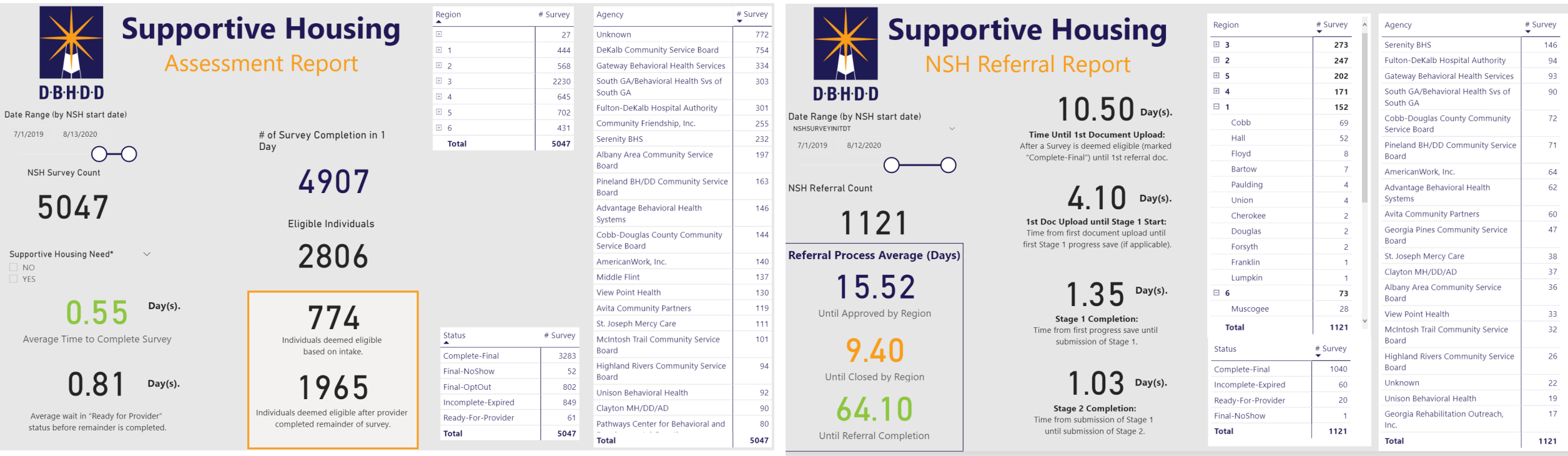


# Program Evaluation and Data Management

- DBHDD Results-Oriented Program Evaluation process
- Development of 64 Key Performance Indicators (KPIs)
  - Process
  - Operational
  - Outcome
- Gathering of data to establish historical trends, identify baselines, and set benchmarks
- Creation of new reports
- Elimination of manual data tracking processes

# NSH Data Dashboards

- Creation of PowerBi dashboards connected to live data



# QUESTION

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- As a provider would you like to know performance metrics for your agency on the conducting of NSH surveys and submission of referrals, and how the agency compares to the region and state?

YES or NO

# Housing Quality Standard (HQS) Inspections

- **Problem:** Non-certified inspections
- **Solution:** 3<sup>rd</sup>-party inspections
- McCreight inspections in Region 3 to continue
- DCA to begin inspections across state in remaining regions
  - 1, 2, 4, 5, and 6



# QUESTION

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- Do you feel positive about the prospect of DCA taking over the Housing Quality Inspections process?

YES or NO

# Resolving Expired Documentation

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- **Problem:**

- Individuals without up-to-date leases on file
- Expired paperwork and authorizations

- **Solutions:**

- Coordinated effort with Providers in each region
- Implementing renewal notices for clients and landlords
- Utilizing Housing Support Service and HQS inspections

# Goal Area 3: Improve System Operational Efficiency

# Staffing Inventory and Analysis

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- Analysis conducted of supportive housing responsibilities at central and regional levels and associated time demands
- Key takeaway → majority of time spent on:
  1. Documentation Review and Correction
  2. Customer Service and Communication



# Enhancing Customer Service

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- Implementing ZenDesk Customer Relationship Management (CRM) platform to centralize communications
- All messages coming into one platform allows for message routing, assigning priority levels, and ensuring responsiveness
- Allows for satisfaction feedback from stakeholders
- Launched **Supportive Housing Help Center:**
  - <https://GHVP.Zendesk.com>

# Supportive Housing Help Center



[Submit a request](#) [Sign in](#)

 Search

## COVID-19

COVID-related policy changes and guidance.

## GHVP Providers

FAQs and guidance for GHVP provider agencies.

## Landlord/Property Owner

FAQs for GHVP landlords.

## General Information

About the Georgia Housing Voucher Program

## PATH Teams

Information and resources for the 10 PATH Teams around the state.

# GHVP Providers

*FAQs and guidance for GHVP provider agencies.*

## GHVP Application Forms, Requirements, and Guidance

GHVP-0: Submission Checklist (and links to all listed forms)

GHVP-2: Lease Addendum

GHVP-3: Bridge Funding Request Form

GHVP-3-b: Bridge Funding Request Form (HUD Only)

GHVP-4: Tenant Information Form

GHVP-5: Payment Standards and Rent Determinations

[See all 21 articles](#)

## NSH User FAQs

Need for Supportive Housing (NSH) Survey Application Link

Providers Guide to Completing the Unified Referral

Guide to Completing Unified Referral for Hospital Intake

No More 45-Day Wait Period to Start New Survey/Referral

Requesting or regaining access to NSH Portal

# Process Analysis and Modernization

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- Progress
  - Mapped 1,249 fields across 56 forms
  - Approx. 457 duplicate fields identified
  - 47% of duplicates can be eliminated through auto-population
  - Identified vendor for form and process digitization
- Purpose
  - Digitize application process, eliminate duplicative work
  - Improve system tracking and visibility
  - Prevent missing information and validate accuracy
  - Facilitate application to alternate resources

# QUESTION

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- Do you believe these new systems will significantly improve the GHVP application process and program communications?

YES or NO

# Promote Adoption of PaySpan Direct Deposits

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## **Challenge:**

- Approximately 50% of landlords do not utilize PaySpan
- Missing checks create administrative backlogs, negatively impact landlord satisfaction, and jeopardize housing stability

## **Solutions:**

- Coordinated effort with providers to educate landlords
- Mailing notices to encourage adoption
- Strategic utilization of Housing Supports and HQS inspections

# QUESTION

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- What do you think is an appropriately aggressive goal for PaySpan enrollment by property owners?

60%

70%

80%

90%

100%

# Goal Area 4: Improve Stakeholder Engagement and Collaboration



# Landlord Recruitment and Retention

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- Strengthen landlord recruitment efforts
- Improve communication and marketing materials
- Promote the “Landlord Risk Mitigation” program
- Explore opportunities for Housing Supports to assist with housing recruitment

# Interagency Collaboration

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- Working with Atlanta Continuum of Care to create referral pathway to GHVP for individuals in Coordinated Entry System
- Pursuing data sharing with Homelessness Management Information System (HMIS) managed by DCA
- Engaged in intersystem assessment crosswalk analysis
- Continuing and expanding partnership with correctional system and public defender councils to create connections to supportive housing

# BE D·B·H·D·D

Georgia Department of Behavioral Health & Developmental Disabilities



# Feedback Questions

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1. What are your reactions to the SH 2.0 Strategic Plan?
2. What parts of this plan and approach do you like the most?
3. What issues are not being addressed through this strategic approach that you would like to see DBHDD work on?
4. How can DBHDD improve its communication efforts around GHVP?
5. Would you be willing to engage in quarterly updates to provide feedback on implementation efforts?
6. What kind of support does your agency need?
7. Are there any concerns you'd like to share?
8. What other comments would you like to provide?