Denver Collaborates to reach “High Utilizers” through Social Impact Bond Initiative

Colorado Coalition for the Homeless
National Health Care for the Homeless Conference
Friday June 23, 2017
1:00pm
Welcome & Introductions

Colorado Coalition for the Homeless (CCH):
- Carrie Craig – Associate Director, Housing First & ACT Services
- Jess Fear – Program Manager, SIB Team 1

Corporation for Supportive Housing:
- Katie Bonamasso – Program Manager – Denver SIB
Denver Social Impact Bond Initiative

Project Timeline Highlights:

- *Denver Office of Strategic Partnerships* successfully receives grant from Harvard Kennedy School Social Impact Bond Lab (Jan. 2013)
- Denver receives the *most SIB Request for Information* responses of any jurisdiction to date (Oct. 2013)
- Mayor Hancock and Deputy Mayor Kennedy announce Denver’s commitment to implementing a Social Impact Bond around homelessness at the *Clinton Global Initiative* (Jun. 2014)
- *Program partners* selected (Oct. 2014)
- Program Launch February 2016
What is Pay for Success?

Pay for Success
(a.k.a. social impact “bonds”)

Upfront Working Capital

Pay for Success Contracts
Denver SIB Project Overview

- Provides housing and supportive case management services to 250 homeless individuals who frequently use the city’s emergency services, including police, jail, the courts and emergency rooms.

- Addresses the underlying causes of homelessness, including mental illness and substance abuse, while also reducing costs in the criminal justice and emergency health systems in the City of Denver.

- 5 year term ending in 2021

- Evaluation: Randomized Control Trail

- Focuses on two primary outcomes:
  - Increased housing stability
  - Reduced jail bed days
Denver SIB Target Population

- Front-end frequent users that drive up public service costs and cycle in and out of jail, detox, and emergency medical services.

- The project targets individuals who have at least 8 arrests over three years and identified as transient (having no address or providing the address of a shelter) at the time of arrest.

- Arrest data from 2012-2014 makes the sample size is approximately 1,400 individuals.
  - Recent eligibility list refresh added an additional 700 eligible participants in 2016 – the full list is now approximately 2100
Each year, 250 chronically homeless individuals account for:
- 14,000 days in jail
- 2,200 visits to detox
- 1,500 arrests
- 500 emergency room visits

Each year, the average cost to taxpayers per individual is $29,000, resulting from jail days, police encounters, court costs, detox, ER and other medical visits.

Each year, the City spends approximately $7 million on 250 individuals to cover the expenses above.
Denver SIB Project Structure

Investors

Co-Intermediary - SPV

Providers

Independent Evaluator

100% Performance-Based Contract

Possible Return

Performance-Based Investment

Operating Funds

Enterprise

CSH

Possible Return

Enterprise

CSH

Possible Return

Enterprise

CSH
Leveraging Model

- **New Construction – 2 x LIHTC**
  - Project Based Vouchers from both State and City Public Housing Authorities
- **Scattered site CoC vouchers**
- **Medicaid**
  - Decreasing provider budgets overtime
Day-to-Day Community Partner Collaboration

- Denver Police Department
  - Outreach phone
  - Pictures
  - Education
- Shelters
- Day programs
  - feeds
- Co-responders:
  - MH professionals riding with police officers to assist with MH crises - helped with photos and OR associated with project
- Housing vouchers: CoC, PHAs
- MHCD collaboration - randomization and continuity of care issues
CCH Interdepartmental Collaboration

• Denver Street Outreach Collaborative
• Renaissance Property Management Company
• Quality Assurance
• Revenue Cycle
• Benefits Acquisition and Retention Team
CCH Housing First and Assertive Community Treatment (ACT) Department

- Housing Intake and Placement Services (HIPS)
  - ORBHN – Outreach Behavioral Health Navigator
  - Changes mid-stream due to challenges
- Housing First ACT teams
- SIB ACT teams
Models of care: HOUSING 1<sup>ST</sup> + Assertive Community Treatment

- Interdisciplinary Team of professionals who provide intensive wrap around treatment including:
  - Case Management
  - Initial and ongoing assessment
  - Nursing care
  - Psychiatric Treatment & Medications
  - Educational and Vocational Services
  - Benefits Acquisition
  - Substance treatment Services
  - Peer Mentoring and Support
CCH Housing Intake Placement and Stabilization (HIPS)

- Housing packet completed & suitable housing unit located.
- Identified initial case management needs, landlord recruitment, lease renewals, housing inspections.
- Linkage to basic necessities to housing stabilization, benefits acquisition, orientation into program.
Social Impact Bond (SIB) ACT Teams

- Specialized ACT teams working with 170 of highest utilizers of Denver Jail System
- Coordination with Denver Jail, Corporation for Supportive Housing, Enterprise Group, Investors, MHCD, City of Denver, DPD
- Unique Funding Stream
- Pay for performance model of care
Collaboration between SIB and HIPS teams

*Finding the Flow- Homeless to Housed*

Vital Docs, Insurance, Clinical Services, Engagement, Reporting on the Dashboard

**HIPS**
- Initial outreach
- Collection of vital documents
- Housing Placement
- Engagement
- Focus on basic needs

**SIB**
- Initial outreach
- ACT case management/wrap around services (Nurse, Peer Specialist, Case Manager, Substance Use Specialist, Clinical Case Managers, Payee, Housing Counselor)
- Long term stabilization
Assertive Community Treatment (ACT)

• 75% of services provided occur out in the community.

• Team approach- staff work with all clients.

• Goal is to support an individual's ability to live successfully in the community.

• Trauma-Informed Care

• Harm Reduction- reducing the overall negative consequences associated with substance use.
Collaboration within the Assertive Community Treatment (ACT) team (aka SIB team)

• Morning Meeting
  • Reviewing each client/client needs daily
  • Managing the calendar
  • Prioritization

• Individualized treatment teams (ITT)
  • Specializations
    • Benefits
    • Vocational
    • Nursing
    • Mental Health
    • Substance Abuse
    • Peer Specialists
Questions