



EMPLOYMENT &
HUMAN SERVICES

MEMORANDUM

Kathy Gallagher, Director

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To: Family and Human Services Committee
Supervisor John Gioia, Chairperson
Supervisor Candace Andersen, Member

Date: May 13, 2019

From: Kathy Gallagher, Director

Subject: FHS Referral #110 Innovative Community Partnerships

RECOMMENDATION:

ACCEPT the attached report on the Employment and Human Services Department's (EHSD) Innovative Community Partnerships.

Overview:

Contra Costa County is a thriving and diverse community. As the County's lead social services provider, EHSD is an essential part of ensuring the well-being of our vibrant community. Yet, despite steady economic growth in the region, a segment of the County's most vulnerable populations—including seniors, immigrants, and children—continue to face growing unmet needs. According to a recent study, one in four Contra Costa County families fall below the self-sufficiency in the Bay Area.¹ The top income families earn almost 15.6 times more than low-income families.² In addition, one in ten Contra Costa County residents live in poverty, including 13% of children³. Each year, EHSD serves approximately one-quarter of the County's residents providing essential public benefits and safety net services. Residents receive help putting food on the table, finding jobs, enrolling their children in high quality childcare, obtaining and maintaining health coverage, addressing and avoiding family violence, and in many other life sustaining ways central to the County's social safety net.

EHSD is better positioned to meet the gaps in addressing community needs through innovative partnerships with leveraged funding. Policy trends at the federal level continue to pose negative impacts and funding cuts to entitlement programs, including enforcing and expanding work requirements associated with public programs, penalizing immigrants who access public benefits from pathways to legal permanent residence, and threats to affordable health care—all of which add urgency to building effective partnerships and sustainable funding for core programs. Furthermore, investments in social services and innovative partnerships have been modest in scale and often temporary. Successful partnerships in neighboring counties have often been made possible by targeted investments

¹ Snapshot of Poverty: Contra Costa County United Way Bay Area, October 2017.

² Ibid.

³ Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates.

of general funds and foundation grants.⁴ EHSD's ability to fund and support innovative partnerships has been greatly reduced as county general funds have not kept pace with the cost of doing business. Despite these constraints, EHSD is prioritizing participation in, and supporting development of key partnerships. With the support of the Policy and Planning Division, the department is working to strengthen partnerships through strategic planning, research and evaluation, public policy tracking and analysis, fund development, and incubating innovative pilot programs.

Now more than ever, innovative partnerships are critical to delivering needed services. Through robust partnerships with community-based agencies, county departments, law enforcement, funders, businesses and policy makers, EHSD's services help make Contra Costa County a safer, healthier, and more equitable place to live for all residents.

The following report highlights partnerships that are central to our efforts.

Elder Abuse Prevention Project

Under the leadership of EHSD's Adult Protective Services (APS), the Elder Abuse Prevention Project (EAPP) is an innovative partnership addressing elder abuse through a coordinated system of care. Elder abuse is an underreported and often invisible issue. Elderly are the fastest growing segment of the county's population: From 2010 to 2018, the population of seniors 65 and older increased 35%, to 175,982 individuals.⁵ Based on population projections from the Census, the percentage of seniors age 60 and over in Contra Costa County is expected to grow by over 191% from 2010 to 2060.⁶

With the support of a \$957,742, two-year grant awarded from the Office of Emergency Services (CalOES), EHSD established a robust partnership between APS, other county agencies, and several community partners. These partners include Family Justice Center, Senior Peer Counselors, Senior Legal Services, Meals on Wheels, and Ombudsman Services, STAND!, SEEDS, the District Attorney, and Behavioral Health. This project leverages the existing



capacity of multiple agencies to coordinate services through the Family Justice Centers. In operation since June 2017, EAPP has served 1,028 clients, with a 90% increase in total cases screened for financial abuse by providers and law enforcement. The most commonly provided services are advocacy (90% of clients), crisis intervention (86% of clients), and assistance with restraining orders (17% of clients). EAPP provides a platform to raise awareness in the community, helping all providers to better identify and respond to cases of elder abuse. Cal OES has extended this funding opportunity for the EAPP through December 31, 2019 with an additional award of \$620,884.

Benchmarks achieved because of these efforts include:

⁴ Some examples of partnerships in neighboring counties include Sonoma's "Upstream Investments", Alameda County's "Nutrition Partnership", and San Francisco's "Civic Bridge."

⁵ U.S. Census Bureau, QuickFacts, Contra Costa County, California.

⁶ [California Department of Aging, Data & Statistics – Facts About California's Elderly.](#)

- Restraining orders for victims of elder abuse have more than doubled.
- Enhanced outreach efforts increased APS reports by 86% in FY 18-19.
- 3,072 service provider staff and 29 police officers received training.
- 21 Multi-Disciplinary team review meetings conducted.
- Over 10,000 outreach materials provided at 112 outreach events.
- Improved coordination of services, as evidenced by a decline in the number of repeated referrals of EAPP clients to EHSD, Adult Protective Services by partner agencies.

Housing Disability Advocacy Program (HDAP) & Adult Protective Services (APS) Home Safe Program

In Contra Costa County, median rents have increased 25 percent since 2000, while median household income decreased 3% when adjusted for inflation.⁷ According to the latest 2018 Point In Time (PIT) count, there was an 88 percent increase in homeless seniors age 62 and older compared to the 2017 PIT count, and 68% increase in chronically homeless. Shelters and other housing providers are struggling to help seniors find housing in one of the most expensive housing markets in the country. Households with rental assistance vouchers such as Section 8 struggle to find property owners willing to rent to them. Efforts to end homelessness in this context require targeted and coordinated efforts among a wide range of public and private entities.

In FY 2018-2019, EHSD’s Aging & Adult Services (AAS) Bureau, in partnership with Health, Housing and Homelessness Division (H3), was awarded \$740,079 from the California Department of Social Services (CDSS) Housing Bureau for the APS Home Safe Program. The goals of the program are to ensure homeless older adults and those at-risk of homelessness with the highest needs will receive timely services including housing navigation, case management, and financial assistance to return to permanent housing as quickly as possible. Up to 65 APS clients who are homeless or at risk of homelessness will be provided short-term, time-limited housing financial assistance, including 15 clients referred to longer-term permanent supportive housing. EHSD will utilize the Homeless Management Information System (HMIS) in order to access relevant client housing data and ensure successful integration between the County’s APS and homelessness/housing systems of care. The APS Home Safe Program will be fully implemented and operational effective July 1, 2019.



In addition, with funding from the CDSS Housing Bureau, in partnership with Contra Costa Health Services H3, EHSD’s Housing Disability and Advocacy Program (HDAP) currently provides outreach, case management, disability advocacy, and housing financial assistance to eligible SSI recipients who are chronically homeless. EHSD has successfully enrolled 53 participants into the program, with 18 placed in housing (12 permanent and 6 interim/temporary housing). Contra Costa County’s HDAP has been a model program for the state, particularly by deploying CORE Street Outreach teams and Housing Navigators—connecting clients to case management services and housing. In November 2018, the Contra Costa County HDAP team including staff from Workforce Services Bureau, H3 CORE Outreach team, and Contra Costa Interfaith Housing were asked to present at the CDSS HDAP Learning Forum, highlighting its successes in a video sharing best practices with other counties across the state on its

⁷ [Contra Costa County Renters In Crisis: A Call for Action, May 2017.](#)

innovative model.

Whole Person Care: Community Connect

EHSD is collaborating as a key partner with Contra Costa Health Services (HSD) and a range of community agencies in a \$200 million, 5-year Whole Person Care (WPC) pilot funded through California's Section 1115 Medicaid waiver (Medi-Cal 2020). Contra Costa County is one of 18 pilot locations in the state, with California being the only state in the country implementing a pilot of this nature. Under HSD's leadership and oversight, multi-disciplinary teams apply a "whole person" approach to caring for high-risk members of our community who are also frequent users of emergency and other medical services. The program is innovative in that WPC pilots are testing whether local initiatives coordinating physical health, behavioral health, and social services (housing supports, food assistance, General Assistance, Supplemental Security Income, etc.) can improve health outcomes and reduce medical costs. Approximately 12,582 participants are currently enrolled and provided with medical, behavioral health, social services, housing support, public benefits, eligibility and enrollment services, and integrated care coordination. EHSD's social work team is a core component of this model, recognizing the importance of social factors on a person's overall wellbeing. Since its inception, EHSD Social Workers have conducted 2,408 Face-to-Face Visits with clients enrolled in WPC. Additionally, Senior Staff Program Assistants have also started to assist consumers with reinstating lapsed Medi-Cal coverage. Finally, EHSD has plans to assign four IHSS Social Workers to the Community Connect project funded by WPC—bringing additional resources to further enhance service integration and coordination of care.

"4" Our Families

In 2017, EHSD developed an integrated cross-bureau pilot program, including identifying service sites for the pilot and creating a robust evaluation plan. The program uses four "navigators" to engage clients with multiple unmet needs and connect them to both EHSD and community resources. Services are provided in the Sand Creek EHSD office, the Delta Fair office in Antioch, the Bay Point SIT/Spark Point site, and FJC Richmond.

The goal is to expand the number of sites hosting the program, including adding a mobile navigator, and we are currently working with John Muir Health to offer navigators at their hospitals. Through "4" Our Families we provide a new level of support with "wrap around services" for individuals and families. Leveraging the 211 database and other technology, centralized data sharing and co-located staff provides increased access, a better and faster service delivery experience, and improve utilization rates of our comprehensive suite of services. As of April 2019, over 125 clients received services through this program, the majority of whom are homeless with multiple areas of need.



Safety and Healing: Family Justice Centers

The Family Justice Centers (FJC), created with the support of the Alliance to End Abuse, the Board of Supervisors and many pivotal leaders across sectors, continues to be a one-stop center for families affected by domestic violence, sexual assault, elder abuse, child abuse, and human trafficking. The Family Justice Center coordinates with on-site partners so clients can get safer sooner. The Alliance continues to support the development of the FJC and County departments remain essential partners

among many, supporting residents who are accessing the centers. In 2018, the Family Justice Centers provided services to 3,074 individuals who experienced interpersonal violence (1,865 clients from central center and 1,210 clients from west center). Those services impacted an additional 2,368 children living with these clients. The FJC is able to provide comprehensive and integrated services by working together with their 48 on-site partners. The FJC currently has sites in Richmond and Concord, and will be opening a third site in Antioch Summer of 2019.



In 2018, the FJC welcomed six new partner agencies including Early Childhood Mental Health, International Rescue Committee and Lao Family Community Center. The FJC in partnership with several other agencies launched an innovative restorative justice program in 2018 as a two-year pilot, funded through a CalOES Victim Services Innovation grant. The five program partners (in addition to FJC) include Community Violence Solutions, Latina Center, Rainbow Community Center, RYSE Youth Center and Narika. Community Restorative Justice Solutions fosters restorative justice solutions for survivors, those who have harmed their families and communities through Circle and Family Group Conferencing. The restorative justice process creates a space to listen and respond to the needs of the person

harmed, the person who did harm, their children, families, and their communities; to encourage accountability through personal reflection and collaborative planning; to integrate the person causing harm into the community; to empower families to address violence and abuse; and to create caring climates that support healthy families and communities.

In partnership with Public Health, launched the Violence Prevention Blueprint initiative – helping shift the focus to County-wide interpersonal violence prevention strategies

The Alliance to End Abuse and the Contra Costa County Department of Public Health are co-leading a planning and capacity-building process to develop a countywide Blueprint to promote safety and reduce interpersonal violence. With consultation support from the Prevention Institute, a national organization with subject matter expertise, the Blueprint working group, made up of a diverse range of public and non-governmental agency leads, held its first kick-off meeting in September 2018. Twenty-one professionals from seventeen Contra Costa organizations have participated in two all-day planning meetings. The Blueprint will be completed summer 2019, and provide vision, values, goals and strategies to create a unified actionable direction for multiple stakeholders.

In addition, the Alliance to End Abuse successfully received a \$400,000 grant award in fall 2018 (for a two-year term through December 2020) from the Blue Shield Foundation of California to support its *Leveraging Collaboration to End Domestic Violence* initiative. This grant will support the implementation of the Violence Prevention Blueprint. The goals of the project are to: enhance the DV collaborative by engaging new partners interested or oriented towards prevention (including public health agencies, educational institutions, and private sector corporations); and to strengthen the structure and governance of the Alliance’s membership, leadership, communications, data and performance measurement. The



Alliance launched a series of meetings throughout March to kick off work on the Leveraging Collaboration to End Domestic Violence grant including discussions with Contra Costa Community Colleges and John Muir Health Center.

Launch an Early Childhood Education Trauma Informed Care Train the Trainer Program with First Five - increasing capacity for training on trauma-informed practices for early childhood providers



The Alliance to End Abuse collaborated with First 5 Contra Costa, Community Services Bureau Head Start, and WestEd to develop the Trauma-Informed Practices for Early Childhood Provider initiative. This innovative initiative cultivated a team of fourteen trainers to sustain the promotion of trauma-informed practices with early childhood providers in Contra Costa County. The goals of this apprentice-training program are to expand awareness, increase knowledge, and develop trauma-informed practices with early childhood providers. An evaluation

demonstrated the initiative has helped people build and apply knowledge by supporting personal development, providing new knowledge, supporting parenting and relationships, and offering new tools for the workplace.

Children’s Leadership Council

EHSD, HSD, and First 5 are supporting the convening of a countywide Children’s Leadership Council. The Council will lead the process that will weave together existing efforts, create synergy, and identify new and creative ways to improve outcomes for children and families. A kick-off event was held on March 27, 2019 with 58 attendees, including parents, community agencies, and County partners. 90% of participants rated the event highly (interesting and relevant information, well organized event, likely to contribute). A second meeting is scheduled for July, where participants will identify shared values, map assets, conduct gap analysis, and set priorities. Plans are also in place for third and fourth meetings in August and October, where participants will examine community-level impacts, strategies, and set concrete action steps and outcome metrics. By October, this planning effort will result in a Children’s Leadership Council Action Plan to improve outcomes for children. Once finalized and approved by the leadership team, the CLC will launch a “Children’s Well-Being Index” report by the end of 2019. For more information go to <https://ehsd.org/overview/clc/>.

Early Childhood Nutrition: Central Kitchen Project

The Policy & Planning Division is working with EHSD’s Community Services Bureau (CSB) to identify capital funding for a new central kitchen, which prepares and delivers over 460,000 meals (breakfast, snack, and lunch) each year to 16 centers to children and families in need resulting in 2/3 of child’s daily nutritional needs met. Through innovative approaches to braided public and private funding for the capital campaign and partnership with local community groups, a new site has been identified, the Veterans Memorial Building in Richmond, which is an ideal and centrally accessible facility for the relocated kitchen. CSB plans to partner with the community in this new location by providing a training ground for food service workers through our trainee programs, partnering with Urban Tilth or other programs for farmer’s markets and/or trainings, and continuing to partner with the Food Bank to provide healthy meals for families and the community. Not only is the food diverse and ethnically representative, the Central Kitchen also provides organic whole grains, meatless Mondays and Plant-based Thursdays. Leveraged funding from public and private investments is critical to ensuring the successful build out over the next 12 months.

Innovation is essential to a responsive, client-centered approach to meeting community needs. EHSD will continue to collaborate with County agencies and community partners to find ways to further strengthen our systems through innovative community partnerships and leveraging existing resources to provide quality care to clients and families in need.