



City and County of San Francisco
Edwin M. Lee, Mayor

Department of Public Health
Barbara A. Garcia, MPA
Director of Health

San Francisco Whole Person Care Expansion Proposal Change Memo

Overall Approach

Since submission of our original Whole Person Care (WPC) Pilot application, the City and County of San Francisco established its new Department of Homelessness and Supportive Housing Services (HSH) in July of 2016. Over the last nine months, this new department has begun a strategic review of programs and services in order to more efficiently decrease the number of people experiencing homelessness and shorten the amount of time people are homeless. In addition, HSH has completed a modeling project to better understand the breadth, demographics, and needs of our target WPC population. San Francisco's expansion proposal reflects this strategic planning and in-depth assessment of the population. It includes the addition of a number of critical elements that will support a more comprehensive response for San Francisco residents who are homeless. By adding new services and infrastructure, we will be able to better meet the diverse needs of people experiencing homelessness, support more timely and appropriately targeted transitions from streets and shelters to housing, and improve housing retention. A summary of the primary changes made to the application are below.

- **Expanded Target Population:** Based on a modeling project completed to identify the total homeless population in San Francisco, we currently project that nearly 7,000 additional single adults experience homelessness annually in San Francisco but were not identified in our Round 1 application. We believe that an additional 6,234 Medi-Cal enrolled or eligible homeless individuals will be added as WPC members and will be reached by WPC services, and that the total number of unique WPC members served by the WPC pilot will increase from 10,720 in round one to 16,954 over the 4 year pilot term.
- **New Services:** The intent of the SF WPC pilot is that members progress toward having their health and social needs addressed and being stably housed; they may begin with any entry point depending on the assessment and prioritization process. Members may receive complementary services for multiple months depending on their needs and may "step up" or "step down" service categories depending on changing needs and circumstances. More than 13,000 people will be assisted with these additional program components. The new service categories are:
 - **Resource Center:** Offered in a Fee for Service structure, a new Resource Center will have 24 hour staffing to provide a safe spaces for care coordination services, basic assistance with hygiene, a place to rest, and walk-in support for WPC members;

- **Rapid Targeted Coordination and Navigation:** Street-level services intended to create a proactive approach to connecting with and serving individuals who are living on the street and in encampments. SF will deploy encampment response staff specially trained and equipped to support WPC members who are living in and/or being relocated from encampments.
- **Coordinated Entry** Coordinated Entry staff will be brought on to provide assessment, prioritization for housing, and service connection activities throughout San Francisco.
- **Enhanced Housing Transition:** Specialized staff to provide housing navigation services, benefits eligibility, and landlord liaison services will work with people who have been prioritized for housing.
- **Housing & Tenancy Stabilization:** The Tenancy Stabilization services will consist of clinical supervision and care coordination for homeless people moving into housing, assisting them with stabilization and connection to on-site or off-site healthcare and other services.
- **Additional Administrative and Infrastructure Supports:** In order to adequately incorporate the additional target population and WPC members, support the additional service provision staff, and create additional capacity within the “infrastructure innovations” described in the original Round 1 WPC application, the following administrative and infrastructure supports are requested.
- **Additional Incentive Payment:** As part of on-going innovations to access, support, and stabilize homeless individuals, HSH projects opening a new resource center in PY 2 (2018). In order to incentivize the timely opening of the center, an incentive payment of \$500,000 is being included.
- **Additional Metrics:** In order to measure the effectiveness of the added services, SF has added new outcome metrics to track referrals receiving supportive services, enhanced care participants who receive supportive housing, Coordinated Entry assessments, encampment to placement, and housing services.
- **Overall Budget Changes:** The total requested annual budget for San Francisco’s expanded WPC pilot is \$29,850,000 dollars in PY 2, and \$36,100,000 each year following including the \$23,600,000 awarded in round one.

List of Substantive Modifications

Document	Section and Page #	Explanation of Modification
WPC Application	Section 1.1; Pg 1-4, 6	Updated names and contact information to reflect changes in WPC initiative staff.
WPC Application	Section 2.1, Pg 9	Updated total annual budget figure.
WPC Application	Section 2.3, Pg 12	Description of expanded target population, due to identification of additional individuals experiencing homelessness in San Francisco who

		can be reached and served by WPC services.
WPC Application	Section 2.3, Pg 14	Updated population risk stratification table, to reflect additions to the target population.
WPC Application	Section 3.1, Pg 20	Additions to the new services provided by the WPC pilot which will fill identified gaps in existing services.
WPC Application	Section 3.2, Pg 25	Updated timeline for implementation of WPC pilot activities, to reflect work completed in 2016.
WPC Application	Section 4.1, Pg 27	Explanation new and existing metrics.
WPC Application	Section 4.1, pg. 30	Description of new additional outcome metric
WPC Application	Section 5.5, Pg 38-44	Descriptions of additional budget items for administration, training, travel, in administrative and delivery infrastructure.
WPC Application	Section 5.5, Pg 46	Descriptions of incentive payments for resource center, and updates to DPH payments to reflect changes made in Round 1.
WPC Application	Section 5.5, Pg 49-54	Explanation of new FFS services and how they support the continuum of care offered by the WPC pilot.
WPC Application	Section 5.5, Pg 55	Revised diagram for PMPM bundles.
WPC Application	Section 5.5, Pg 60	Explanation and budget for new PMPMs.
WPC Application	Section 5.5, Pg 61-63	Description of deliverables for new Pay for Reporting and Pay for Outcome metrics.
WPC Application	Section 5.5, Pg 64-66	Justification of Metrics
Budget Summary	Summary Sheet	Changes to Federal Funds requested, Total Funds, and Yearly budget allocations.
Budget Summary	PY 2 Sheet	Additions to budget for Administrative Infrastructure, Engagement PMPM, additional services, Pay for Reporting and Pay for Outcomes, and total budget. New budget items were calculated based on a six month year, so the "annual" total for PY 2 does not match the total for the remaining years. It represents the

		annual total from the Round 1 application plus half of the annual total for new costs.
Budget Summary	PY 3 – 5 Sheets	Additions to budget for Administrative Infrastructure, Engagement PMPM, additional services, incentive payments, Pay for Reporting and Pay for Outcomes, and total budget.