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THE NORTH CAROLINA
2017 INTERIM
PERMANENT SUPPORTIVE
HOUSING PLAN

April 19, 2017

The following CY 2017 Interim North Carolina Permanent Supporting Housing Plan, is a starting point for all persons involved in permanent supportive housing (PSH) to become familiar with how North Carolina Department of Health and Human Services (NC DHHS), North Carolina Housing Finance Agency (NCHFA), Trillium Health Resources, Eastpointe, Sandhills Center, Alliance, Cardinal Innovations Healthcare Solutions, Partners Behavioral Health Management, VayaHealth, and State-wide housing advocates are coordinating their efforts to further PSH in NC. In 2016, NC DHHS and NCHFA contracted with the Technical Assistance Collaborative (TAC) to create a PSH assessment and to provide recommendations that would support successful compliance with NC's 2012 'Olmstead' settlement agreement. Many of the below strategies are based on those recommendations.

Trillium Health Resources, Eastpointe, Sandhills Center, Alliance, Cardinal Innovations Healthcare Solutions, Partners Behavioral Health Management, VayaHealth are North Carolina's system of Local Management Entities and Managed Care Organizations (LME/MCOs) that create the service provider network for delivering behavioral health services.

Some of the State-wide advocates that participate in policy work are NC Justice Center, Fair Housing Project, the Arc of NC, NC Coalition to End Homelessness, Disability Rights NC, NC Housing Coalition, and NAMI.

Six main goals have been identified:

1. Maximize existing PSH opportunities with a focus on improving access.
2. Develop, strengthen, and monitor provider capacity to deliver quality person-centered services.
3. Increase pipeline of PSH units.
4. Enhance collaborative approach to PSH policy across state, regional and local levels.
5. Invest in robust automated systems to simplify processes, evaluate programs, and report outcomes.
6. Further develop Medicaid services for the provision of tenancy supports.

These goals support all people with PSH needs. Initially, much of the effort will be focused on strategies to bring the State into compliance with NC's 2012 'Olmstead' settlement agreement.

TAC also suggested concentrating work in 'high value' counties; counties where people have a high desire to live and where rental markets are more competitive, thus making it that much harder to find quality affordable housing. One high-value county has been identified per LME/MCO catchment area. The high value counties are Buncombe, Guilford, Iredell, Mecklenburg, New Hanover, Wake, and Wayne.

CY 2017 is another year of more systemic change as the State shifts subsidy administration of the Transition to Community Living Vouchers (TCLV) from NC Quadel to the LME/MCOs and housing administrations responsibilities are taken on by NCHFA. This will consume much of the attention and capacity of LME/MCOs, NCHFA, and NC DHHS. This must be successful to ensure no person currently in housing is jeopardized and TCLV participants continue to move into housing.

Thank you all who put time and energy into this interim plan. This State-wide plan will help guide and compliment regional and local PSH plans and bring, over time, a common definition, approach, and understanding of PSH throughout NC. Special thanks goes to Jessa Johnson and Jennifer Olson for keeping the planning process moving and coordinating with others to get needed information and commitment.

Please submit any comments related to the Draft 2017 Interim Housing Action Plan to ResearchHelp@nchfa.com by May 19, 2017.

Goal 1: Maximize existing PSH opportunities with a focus on improving access.	
Strategy 1:	Transition TCLV Subsidy Administration from NC Quadel to LME/MCOs to give more control and transparency while simplifying the process by reducing the number of handoffs, reducing the time from in-reach to moving in to housing, and having a direct relationship with the landlord.
Measure of Success:	All new TCLV tenancies completed by LME/MCOs by May 1, 2017. All active legacy TCLV tenancies ‘claimed’ by LME/MCOs by June 30, 2017. All inactive legacy TCLV tenancies ‘claimed’ by LME/MCOs by June 30, 2017. All active legacy non-TCLV tenancies ‘claimed’ by June 30, 2017. All inactive legacy non-TCLV tenancies ‘claimed’ by June 30, 2017. Reduce number of days from in-reach to move-in. Reduce number of evictions due to closer relationship with landlords. Increase number of PSH units by landlords expanding properties accepting TCLV.
Timeframe:	Throughout 2017
Strategy 2:	Transition TCLV Housing Administration from NC Quadel to NCHFA to better align state partners and knowledge base.
Measure of Success:	Support all LME/MCOs through subsidy administration transition from NC Quadel. Contract with NC Quadel to continue subsidy administration duties until June 30 th to allow for smooth transition process. Create onboarding process and help ensure all data and records transfer from NC Quadel to LME/MCOs. Create automated system to be system of record for both NC DHHS and LME/MCOs. Create automated system to reimburse LME/MCOs for housing related expenses tied to TCLV participant. Create reports to help both NC DHHS and LME/MCO manage the program well and to fulfill external informational requests.
Timeframe:	Throughout 2017
Strategy 3:	Expand Targeted Units (TUs) by recruiting properties in high value counties.
Measure of Success:	Increased number of TUS in high value counties. Increased number of TUs filled in high value counties. Increased number of overall TUs increase. Increased number of overall TUs filled increase. Increased number of TCLV individuals utilizing TUs.
Timeframe:	Throughout 2017
Strategy 4:	Improve reporting of vacancies from properties under Targeting Agreements. (See Goal 5, Strategy 2 for more detail on automated process.)
Measure of Success:	Increased utilization of TUs. Increased utilization of TUs by TCLV individuals.
Timeframe:	Spring 2017
Strategy 5:	Improve Targeting Unit referral process to properties by Regional Housing Coordinators (RHCs). (See Goal 5, Strategy 2 for more detail on automated process.)

Measure of Success:	Increased utilization of TUs. Increased utilization of TUs by TCLI individuals.
Timeframe:	Spring 2017
Strategy 4:	Engage with Public Housing Authorities and/or HUD to support an <i>Olmstead</i> -related preference.
Measure of Success:	HUD will endorse a statewide remedial preference for NC. PHA's will adopt a local <i>Olmstead</i> -related preference. LME/MCOs and NCHFA has a stronger relationship with PHA's throughout the state, focusing on high value counties. Increased number of TCLI participants utilizing Housing Choice Vouchers and PHA owned units.
Timeframe:	Throughout 2017
Strategy 5:	Explore further enhancements to the Transitions to Community Living Voucher (TCLV).
Measure of Success:	Complete research on above FMR rent limits in high value counties, especially if PHA's have such an allowance. Complete research on additional risk mitigation tools. Additional PSH units accessible to TCLI individuals.
Timeline:	Fall 2017
Strategy 6:	Support NCHousingSearch.com as the primary statewide housing locator service.
Measure of Success:	Increased utilization of NCHousingSearch.com by LME/MCOs and other housing partners using the case manager portal and saved search feature. Refreshed NCHousingSearch.com and added functionality. Executed communication campaign upon deployment of new NCHousingSearch.com site. New marketing material for NCHousingSearch.org (rack cards, posters, banners, tableware, etc.) New marketing material for TCLV (rack cards, banners, tableware, etc.) Increased properties identified accepting TCLV; additional PSH units accessible to TCLI individuals.
Timeline:	Throughout 2017
Strategy 7:	Increase Fair Housing knowledge across the state.
Measure of Success:	Increased basic knowledge of fair housing law and reasonable accommodations by LME/MCO staff, service providers, and housing partners across the state. Increased advanced knowledge of fair housing law and reasonable accommodations. Decreased denials of housing application due to better written reasonable accommodations. Additional PSH units accessible to TCLI individuals.
Timeline:	Spring and Fall 2017

Strategy 8:	Update and provide guidance to all NCHFA owners and property managers on Tenant Selection Plan (TSP) criteria.
Measure of Success:	Update and provide TSP criteria guidance to all NCHFA owners and property managers. Review all submitted TSPs, asking for appropriate revisions. Decrease the number of denials of housing applicants due to inappropriate tenant selection criteria. Additional PSH units accessible to TCLI individuals.
Timeline:	Spring/Summer 2017

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GOAL 2: Develop, strengthen, and monitor provider capacity to deliver quality person-centered services.	
Strategy 1:	Establish a standard of service delivery, expected outcomes, and monitoring for entities delivering supportive housing services and supports.
Measure of Success:	All providers deliver the same standard of services and achieve defined outcomes.
Timeline:	Last Quarter of 2017 - 2018
Strategy 2:	In tandem with developing Medicaid definition, an outline of an all-encompassing services delivery model will be developed.
Measure of Success:	All providers deliver the same standard of services and achieve defined outcomes.
Timeline:	Last Quarter of 2017 - 2018
Strategy 3:	Collaborate with LME/MCOs to strengthen utilization management procedures to avoid unnecessary duplication of services and ensure that consumers are neither overserved nor underserved.
Measure of Success:	Decrease in duplication of services
Timeline:	Last Quarter of 2017 - 2018
Strategy 4:	Implement training and support for providers.
Measure of Success:	All providers receive ongoing training in new tenancy support definition.
Timeline:	Last Quarter of 2017-2018

GOAL 3: Increase pipeline of PSH units.	
Strategy 1:	Create a Funding Collaborative with LME/MCO's, NC DHHS, and NCHFA for development of PSH units in high value counties and as otherwise identified by LME/MCO's.
Measure of Success:	LME/MCO's, NCHFA, DHHS create a Funding Collaborative. LME/MCO's use reinvestment and/or other funds for direct investment into PSH. LME/MCO's identify local housing development partners to leverage expertise and resources.
Timeline:	Throughout 2017
Strategy 2:	As part of the Funding Collaborative, create program to recruit tax-exempt bond projects into the Targeting Program, focusing in high value counties.
Measure of Success:	Complete research and discussions for such a program with LME/MCOs and NC DHHS. Design program and draft program guidelines. Increased TUs in high value counties. Increased TUs in other counties as requested by LME/MCOs. Increased number of TCLI participants utilizing TUs.
Timeline	Spring/Summer 2017
Strategy 3:	As a part of the Funding Collaborative, create a rehabilitation program to produce additional access to PSH, focusing on high value counties.
Measure of Success:	Complete research and discussions for such a program with LME/MCOs and NC DHHS. Design program and draft program guidelines. Increase TUs in high value counties. Increase TUs in other counties as requested by LME/MCOs. Increase number of TCLI participants utilizing TUs.
Timeline:	Throughout 2017
Strategy 4:	Explore incentives for the Supportive Housing Development Program (SHDP) to create PSH.
Measure of Success:	Increased program applications creating PSH. Increased PSH units. Additional PSH units accessible to TCLI individuals.
Timeline:	2017

GOAL 4: Enhance collaborative approach to PSH policy across state, regional and local levels.	
Strategy 1:	Create state level PSH planning process.
Measures of Success:	Outline process and discuss with PSH state level stakeholders. PSH planning process evolution throughout 2017. Production of CY 2017 Interim PSH plan.
Timeline:	Spring 2017
Strategy 2:	Create CY 2017 Interim PSH plan.
Measures of Success:	Production of 2017 Interim PSH plan.
Timeline:	Spring/Summer 2017
Strategy 3:	Hold PSH visioning sessions across the state to identify key stakeholders at state, regional, and local levels to potentially create a PSH leadership committee to hold a unified PSH vision for NC.
Measure of Success:	Hold 2 to 3 sessions across the state to gather information from PSH interested persons/groups. Agreed upon PSH definition/vision.
Timeline:	Fall 2017
Strategy 4:	Clarify the roles and responsibilities of statewide housing partners.
Measure of Success:	Define and graphically depict PSH roles across all LME/MCO's, DHHS divisions, and NCHFA as it relates to PSH housing and TCLI.
Timeline:	Summer 2017
Strategy 5:	Consolidate and maintain dedicated PSH resources at the state level.
Measure of Success:	Create a NCHFA Community Living Team Recruit and hire DHHS PSH Executive Position Explore consolidating DHHS housing infrastructure and programs Maintain and grow DHHS Housing Coordinators staffing to match increased activity of Targeting Program and broadened responsibilities.
Timeline:	Throughout 2017
Strategy 6:	Identify and disseminate LME/MCO housing best practices.
Measure of Success:	Create process by which to share LME/MCO's share best practices related to PSH and TCLI. Stronger PSH processes across LME/MCOs, increasing number of people in housing.
Timeline:	Throughout 2017
Strategy 7:	Encourage the development of a cadre of housing navigators focusing on each of the six high-value counties and potential expansion to other disability subpopulations.
Measure of Success:	LME/MCOs consider investing in housing navigators to build housing capacity at the local level.
Timeline:	Throughout 2017

GOAL 5: Invest in robust automated systems to simplify processes, evaluate programs, and report outcomes.	
Strategy 1:	Develop Community Living Integration Verification system. (See Goal 1, Strategy 2)
Measure of Success:	Deployment of basic system January 1, 2017. Supports the needs of LME/MCO subsidy administration to obtain reimbursement for housing related expenses. Supports transition activities from NC Quadel to LME/MCOs. Support monthly reporting to NC DHHS.
Timeline:	Throughout 2017
Strategy 2:	Enhance RCRS with Vacancy and Referral (V&R) module. (See Goal 1, Strategies 4 and 5)
Measure of Success:	Deployment of enhancement April 1, 2017. Full use of system by June 30, 2017. Good data for analysis by December 31, 2017.
Timeline:	Throughout 2017
Strategy 3:	Create a Targeting Program denial tracking system.
Measure of Success:	Housing barriers will be identified. LME/MCOs and Approved Referral Agencies can more quickly appeal with reasonable accommodations letters and/or with local legal aid assistance if necessary. RHCs can better support referrals, LME/MCOs, and Approved Referral Agencies with denials. NCHFA can better respond to questions about denials.
Timeframe:	2017
Strategy 4:	Replace Transitions database system with Transitions to Community Living Database (TCLD) workflow system.
Measure of Success:	Increase ease of use by LME/MCOs and NC DHHS. Increase data integrity. Provide status based on data collected vs. human input. Create workflow to better support TCLD processes. Create dashboard reporting to allow all parties to know where TCLD individuals are in the process. Improve program reporting and evaluation.
Timeline:	Summer 2017
Strategy 5:	Enhance TCLD with new functionality.
Measure of Success:	Increase ease of use by LME/MCOs and NC DHHS. Increase data integrity. Create workflow to better support TCLD processes. Improve program reporting and evaluation.
Timeline:	Summer 2017

Goal 6: Further develop Medicaid services for the provision of housing tenancy supports, initially focusing on individuals who are part of the settlement agreement, then expanding to all populations served by DHHS.	
Strategy 1:	Establish and evaluate a Medicaid crosswalk.
Measure of Success:	Obtain a full understanding of what services are currently being provided and identify where gaps occur.
Timeline:	Throughout 2017
Strategy 2:	Submit revised and fully vetted definition to Centers for Medicaid and Medicare (CMS)
Measure of Success:	Successful approval of definition by CMS.
Timeline:	Throughout 2017
Strategy 3:	Maximize Medicaid reimbursement in order to utilize state revenues for services not covered by Medicaid, housing resources, and people not eligible for Medicaid.
Measure of Success:	State revenues are used for non-Medicaid covered services and for people not eligible for Medicaid.
Timeline:	2017 - ongoing
Strategy 4:	Work with LME/MCOs to fund certain in-lieu-of services and use savings to reinvest in additional (b)(3) housing services and supports, specifically housing navigation services.
Measure of Success:	LME/MCO's decide to use Medicaid savings to reinvest in additional (b)(3) housing services and supports.
Timeline:	2017 - ongoing