

# Acacia Network Housing

Ron Abad  
Senior Vice President

Virtual Information Session  
September 23, 2020

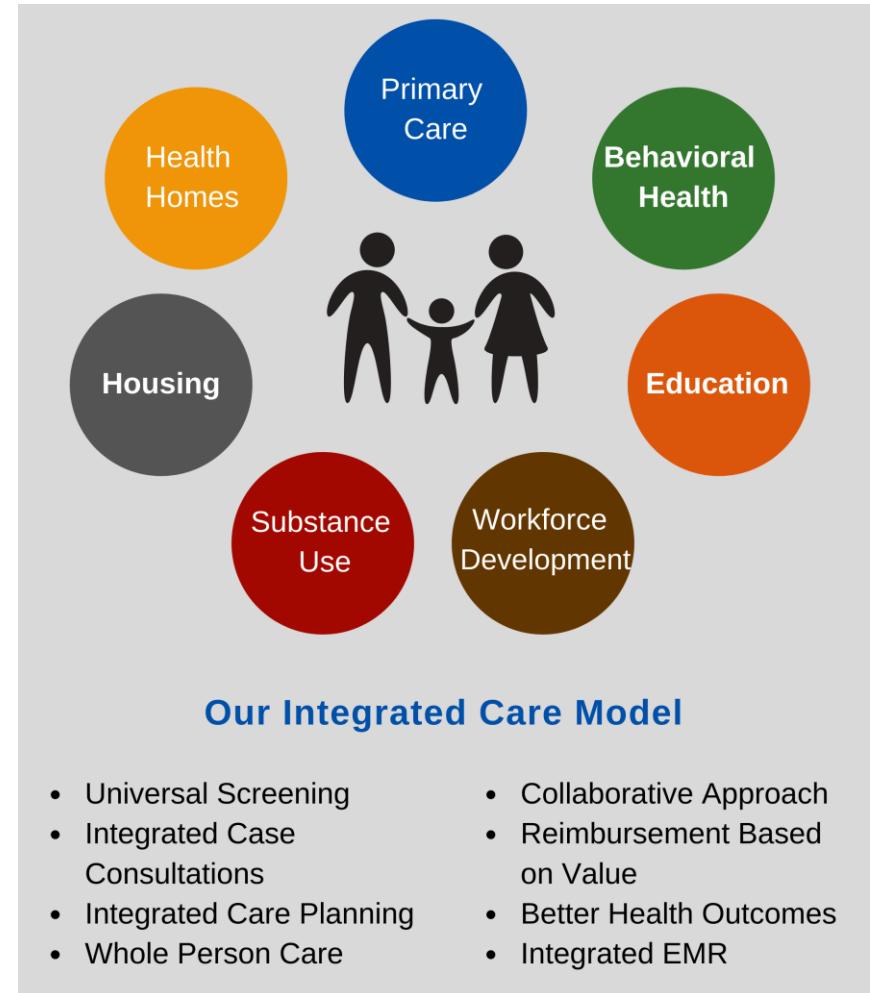


# About Acacia Network

- For over 50 years, Acacia Network and its affiliates have been committed to improving the quality-of-life and wellbeing of underserved communities in New York City and beyond.
- We are one of the leading social services organizations in New York City and the largest Hispanic-led nonprofit in the State.
- Our programs serve individuals at every age and developmental level, from the very young through our daycare programs to mature adults through our senior centers.
- Our extensive array of community-based services are fully integrated, bilingual and culturally competent.

# Our Integrated Care Model

- We provide **integrated, culturally-competent, and trauma-informed** services to over 150,000 individuals of all ages through:
  - Primary Care;
  - Mental Health and Addiction Services;
  - Residential Treatment for At-Risk Populations;
  - Affordable and Supportive Housing;
  - Transitional Housing;
  - Early Childhood Education;
  - Afterschool Programs and Youth Development;
  - Senior Services;
  - Workforce Development;
  - Arts and Culture, and more.



# Our Reach & Impact

- Our Network currently comprises more than 100 affiliates and over 2,700 employees across four boroughs in New York City, Buffalo, Albany, and Syracuse in New York State, as well as Florida, Maryland, Tennessee, Georgia, Connecticut, Arkansas, and Puerto Rico.



# Homelessness Quiz

► 1. What are two primary causes of homelessness in NYC?

- A. Don't want to work
- B. Eviction
- C. Don't want to pay their rent
- D. Lack of Affordable Housing

► 2. Approximately how many individuals reside in a shelter in NYC?

- A. 200,000
- B. 10,000
- C. 55,000
- D. 90,000

► 3. Approximately how many of those individuals that reside in a shelter in NYC reside in an Acacia Network Housing shelter?

- A. 2,000
- B. 7,500
- C. 500
- D. 1,000

► 4. Approximately how many shelters does Acacia Network Housing operate?

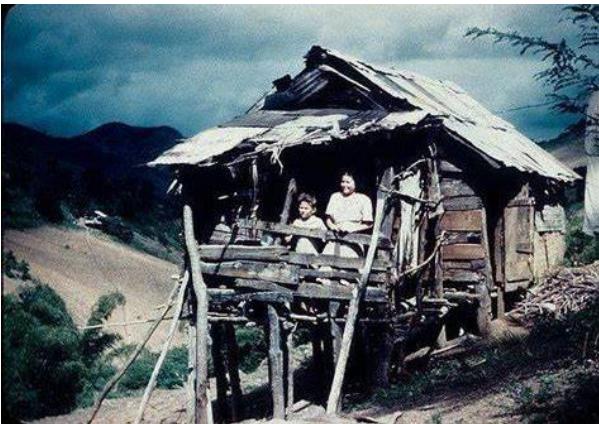
- A. 20
- B. 50
- C. 10
- D. 30

# Homelessness Facts

- ▶ **1. B (eviction) and D (lack of affordable housing). Domestic violence, hazardous conditions and job loss are other primary causes of homelessness in NYC.**
- ▶ **2. C. 55,000. Based on NYC DHS Daily Report 9/17/20 there are 54,468 individuals residing in shelter in NYC. 36,098 adults and 18,370 children.**
- ▶ **3. B. 7,500. ANH serves approximately 7,500 individuals in our shelters.**
- ▶ **4. B. 50. ANH operates approximately 50 shelters in every borough in NYC except Staten Island.**

▶ \*\*\*\*

- ▶ **Acacia Network Housing – nearly 20 years of fighting the battle against homelessness.**
- ▶ **1 out of every 7 individuals in NYC shelters reside in an Acacia Network Housing shelter**
- ▶ **Acacia Network Housing is innovative in that we are focused not on lodging but on providing integrated, comprehensive services to our families and individuals – primary care, behavioral health, arts, wellness, seniors, COVID, referral to permanent housing.**
- ▶ **Why??**



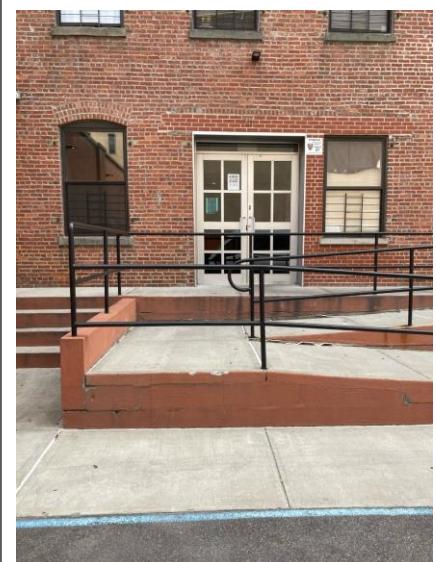
From this... (homelessness is symptomatic of a breakdown in lack of affordable housing, poverty, historically broken systems, generational disparities, etc.)



To this...

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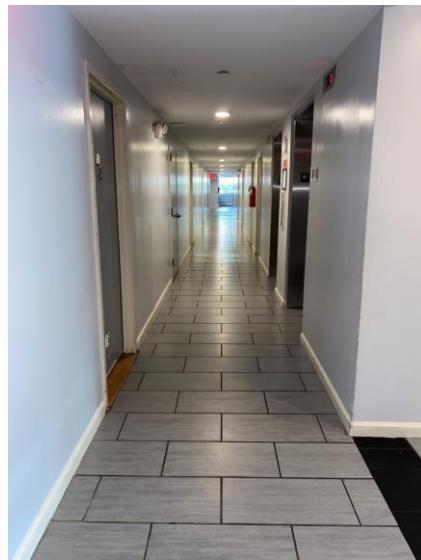
Dignity, Respect, Quality, Cleanliness



And this...for a short time (transitional housing/shelter)..



And this...



And this.

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A New Beginning



But it takes this: heart, passion, hard work, advocacy, excellence, never give up mindset, diligence, negotiations, always available to deliver. Committed leadership.



Team dedicated to Excellence and Execution.



Service!



Teamwork!



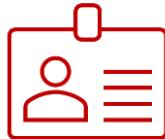
**Why?** For our families, our children, our friends, and our neighbors who have struggled with homelessness, health disparity, mental health challenges and substance use. **Deserving to live with quality and dignity until stabilized and have a home of their own.**

# Acacia Network Housing

## September 2020



Capacity



@ 1,100 Active Employees

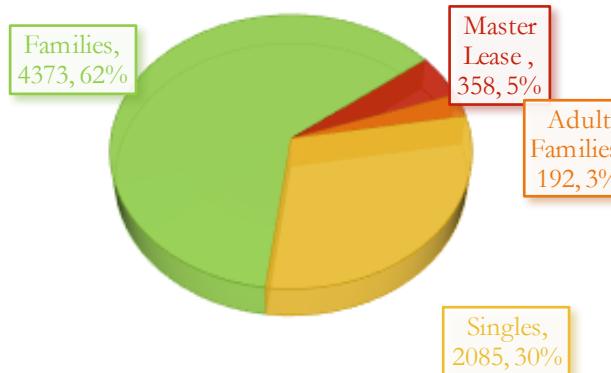


Annual Budget

Approximately \$300 Million



Census / Breakdown



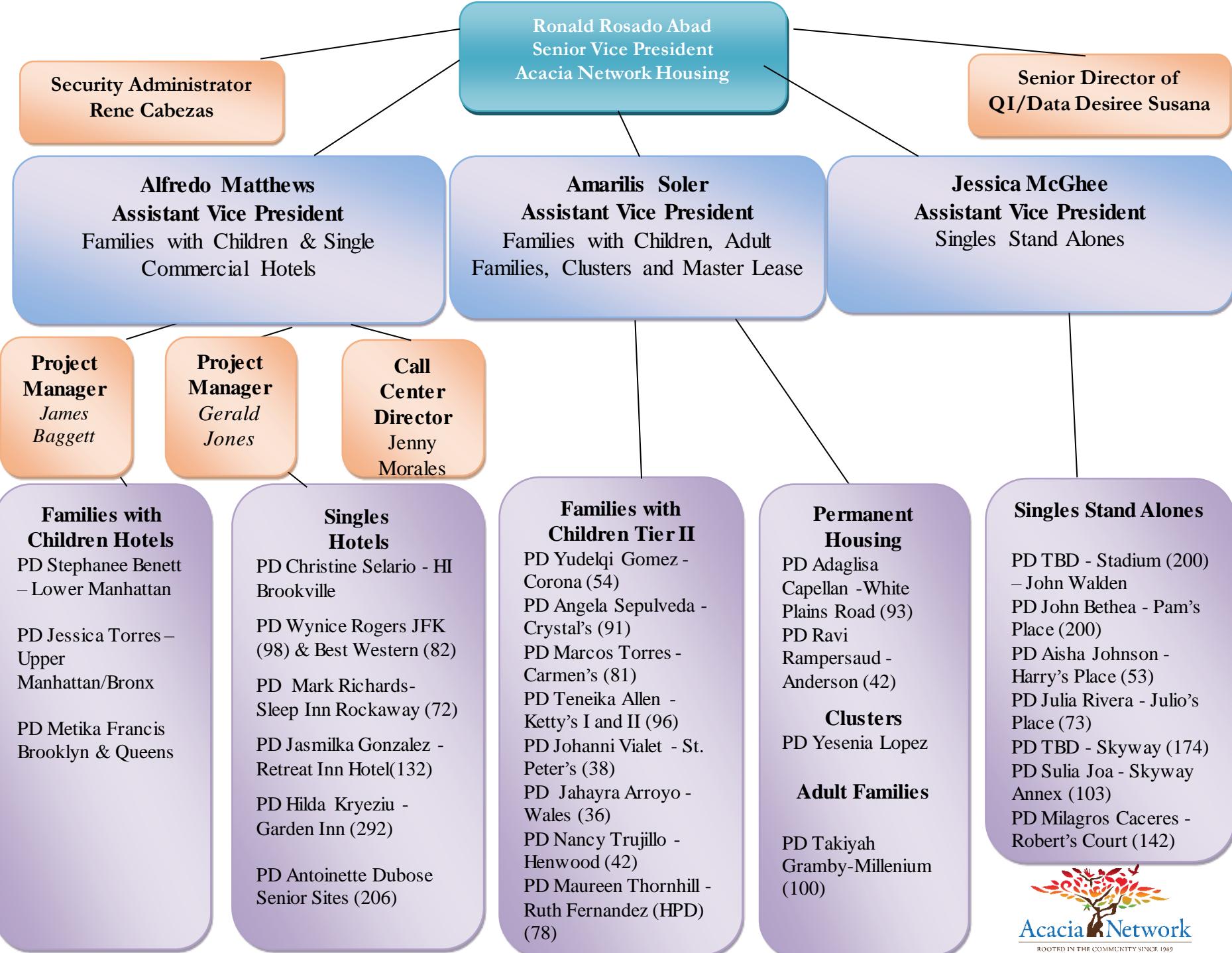
Populations Serviced

- Families, Singles, Couples
- 4 Mental Health Sites
- 627 w/ Persistent Mental Health
- 4 Sites w/ Single Women
- 9 Sites w/ Single Men
- 1 Site w/ Couples (AF)
- 1 HPD
- 2 HRA Permanent Housing



Services

- Case Management
- Social Services
- Groups
- Employment Search Support
- Housing Search Support
- Linkages to Integrated Services



# ANH Leadership Committees

Cultural Arts &  
Wellness  
(Carolina Francisco, Chair)

Food Services  
(Aisha Johnson, Chair)

Housing  
(Ravi Rampersaud, Chair)

Maintenance /  
Facilities  
(Jose Reyes, Chair)

Primary Care /  
Behavioral Health  
(Amarilis Soler, Chair)

Security  
(Rene Cabezas, Chair)

Critical Incidents  
(Desiree Susana, Chair)

Quality Improvement  
(Desiree Susana, Chair)

Staff Development &  
Training  
(Alfredo Matthews &  
Jessica McGhee,  
Co-Chairs)

## The Callahan Decree

### The Right to Shelter

Callahan v. Carey signed in 1981 established the *Right to Shelter* in New York City

- ▶ 1979 Class action suit on behalf of homeless men in Bowery
- ▶ Complainants sought a temporary mandatory injunction requiring the City of New York to shelter homeless men
- ▶ The consent decree signed required NYC to provide sufficient beds to meet the needs of every homeless man applying for shelter
- ▶ Also set minimum standards for shelter provisions

# The ANH Shelter Delivery Model:

## Operations

### Primary Goals

- Maintain Client entitlements
- Ensure supervision of the facility
- Ensure 24 hour requirements are met

### Staff:

Residential Aids, Shift Supervisors, Kitchen Helpers, Drivers

## Social Services

### Primary Goals

- Case Management
- Housing placement
- Recreation services

### Staff:

Case Managers, Entitlements Specialists, Housing Specialists, Employment Specialists, Recreation Specialists, Social Workers

## Primary Care/Behavioral

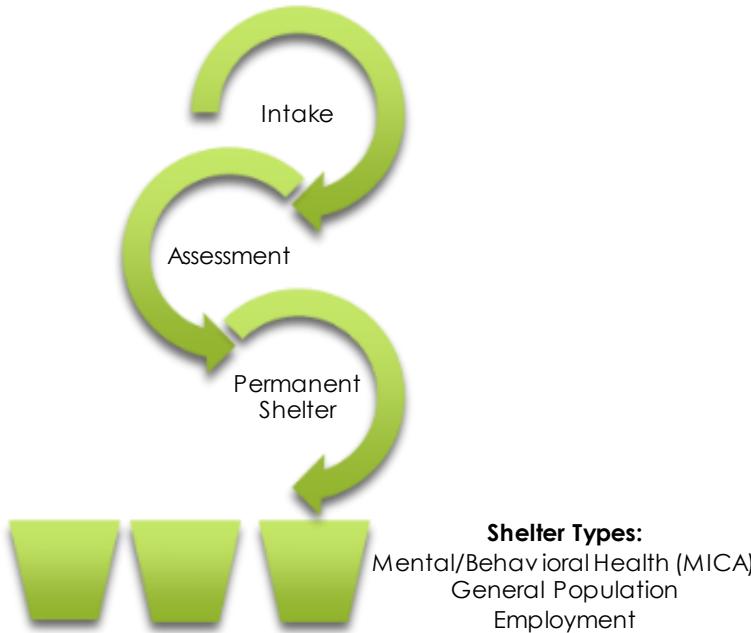
### Primary Goals\*

- Conduct Client assessments
- Meet immediate medical needs Clients
- Connect Clients with ongoing care

### Staff:

Nurse Practitioners, Licensed Clinical Social Workers

# The DHS System (Single Shelter)

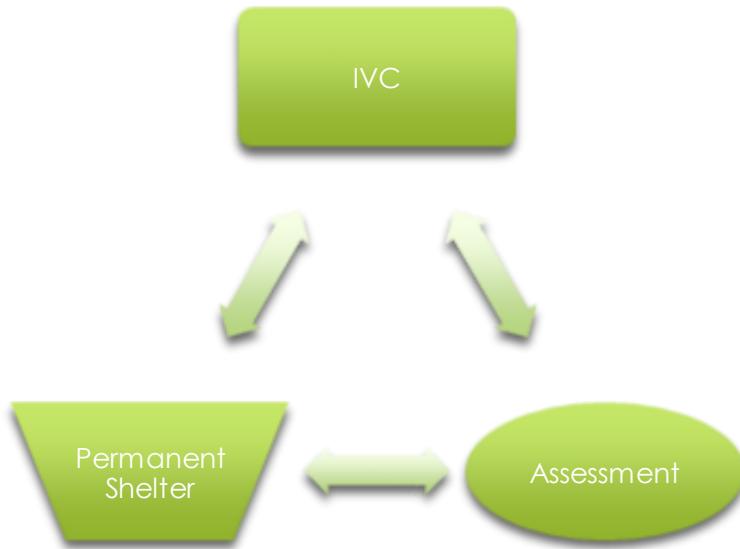


Intake Centers are designed to review 1<sup>st</sup> time applicants of the shelter system

Assessment does a review of client needs to select a shelter with appropriate services

Permanent/Official shelter is where a client will be assigned after being assessed; as long as they enter the site at a minimum of 1 time in 365 days, it will remain their official assigned shelter

# The Role of Vacancy Control (IVC)- Single Shelter

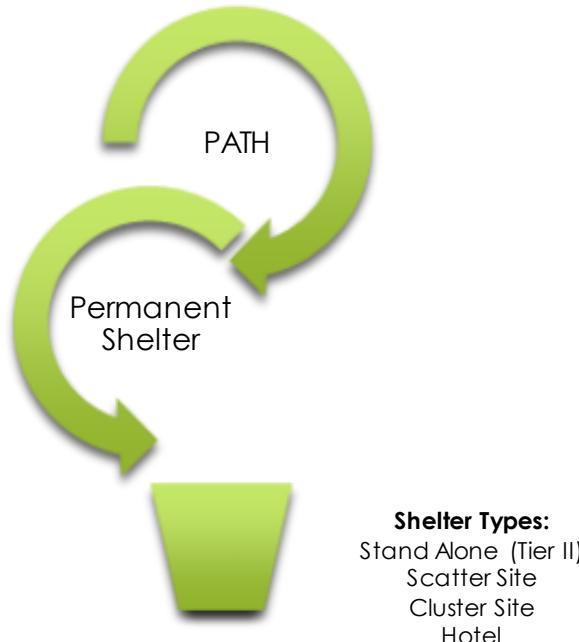


Shelter capacity is maintained by IVC within DHS

- Every resident is required to return to shelter no later than 10pm nightly.
- Each night, every shelter contacts IVC to report their census at 10pm, 12am, and 2am
- Should a site's census not meet their capacity, IVC will send a client waiting at assessment for a permanent bed

*So what happens if someone misses their bed at 10pm and returns after the site has spoken with IVC?*

# The DHS System – Families with Children Shelter

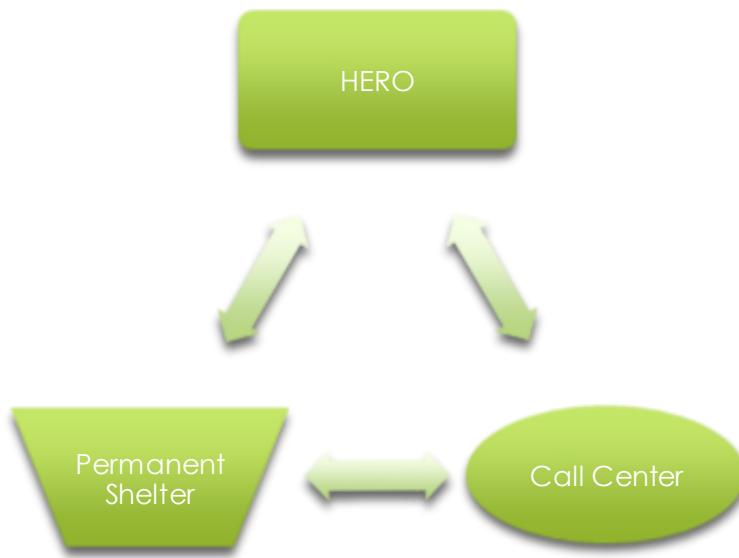


PATH (Prevention Assistance and Temporary Housing Office) located on 151st St. is the only intake center in NYC for families to apply for shelter.

PATH does a review of client housing history to confirm eligibility for shelter. (Expected to take 10 days to confirm eligibility)

Permanent/Official shelter is where a client will be assigned after being assessed; as long as they do not exit for more than 48 consecutive hours it will remain their official assigned shelter. Once a client is logged out they will then have to re-apply for shelter.

# The Role of HERO



Shelter capacity is maintained by HERO within DHS

- Every resident is required to return to shelter no later than 10pm nightly.
- 48 hour log out, move out, transfer, and etc. result in offline unit.
- Offline units, must be repaired and cleaned to be placed online.
- Each shift, every shelter contacts the Call Center to report their census.
- Should a site have any online units, HERO will send a Family waiting at PATH for a permanent bed.

*So what happens when we have too many offline units?*

Jessica McGhee, AVP, Single Adult  
Stand Alone Shelters

# Single Adult Shelters

- 7 programs located in the Bronx, Queens, Brooklyn, and Manhattan: 10 buildings
  - 3 density relocation sites
  - All DHS directly referred sites
  - All funded by DHS
- 511 units; all non-cooking facilities with shared bathrooms
- 1019 Single Adult Residents
- 4 Mental Health programs serving 627 Residents both male and female

Programs: Pam's Place, Stadium, Harry's Place & Julio's Place

Focus: To stabilize clients with MH and SUD challenges and move to permanent supportive housing;  
focus on wellness and community reintegration

Program Offerings: Case Management, Housing Placement, Recreation, referral services, transportation, laundry, 3 meals daily, psychosocial assessments, medical assessments, psychiatric evaluations, therapeutic groups, ADL groups,

Staffing: Program Director, Director of Social Services, Security Manager, Operations Manager, Shift Supervisors, Residence Workers, Case Managers, Housing Specialists, Community Benefits Specialists, Recreation Specialists, LCSW, MSW, **NP-Medical, CNA, Peer Specialist, Maintenance, Driver, Admin Supports, Security, DHSPD**

Social Services and Maintenance teams available 7 days/Week

Operations and Security teams accessible 24 hours/day

# Single Adult Shelters

3 General Population programs; serving 392 Male Residents

Programs: Skyway General, Skyway Annex, Robert's Court

Focus: To assist clients with employment or treatment services and place into independent living environments

Program Offerings: Case Management, Housing Placement, Employment referral and workshops, Recreation, referral services, transportation, laundry, 3 meals daily, psychosocial assessments, ADL groups

Staffing: Program Director, Director of Social Services, Security Manager, Operations Manager, Shift Supervisors, Residence Workers, Case Managers, Housing Specialists, Employment Specialist, Retention Specialist, Job Coach, Recreation Specialists, MSW, Maintenance, Driver, Admin Supports, Security

Social Services and Maintenance teams available 7 days/Week

Operations and Security teams accessible 24 hours/day

# Amarilis Soler, AVP – Tier IIs, Adult Families, Clusters and Master Lease

## Tier IIs

- 9 Shelters located in the Bronx and Queens: 10 facilities
- 438 apartments; cooking facilities
- 1 site serves Adult Families (couples).100 rooms at Millenium.; non cooking facility with shared bathrooms
- 8 sites serve Families with Children: Carmen's, Ketty's, Crystal's, Henwood, Corona, Ruth Fernandez, St. Peter's and Wales
- St. Peter's: serves only Women with minor children
- Staff: Program Director, Director of Social Services, Case Manager Supervisor, Case Manager, Housing Specialist, Employment Specialist, Social Worker, Recreation Specialist, Driver
- Security 24/7. Only staff onsite onsite weekends/holidays and after business hours
- All DHS funded except Ruth Fernandez HPD funded.
- DHS referred clients only

# Cluster Sites

- 7 buildings in the Bronx
- 81 apartment shelter units; cooking facilities
- One central office for services and staff
- Staff: Dir. of Social Services, Case Manager Supervisor, Case Managers, Housing Specialist, Employment Specialist
- Security only on some shifts
- Families with children at all sites
- DHS referred clients only

# Master Lease: Permanent Housing for formerly homeless families

- 2 sites: Anderson and White Plains Road
- 135 apartment units
- Anderson Housing Vouchers: CityFheps, FEPS-A, FEPS-B
- White Plains Rd Housing Vouchers: HPD Sec.8, NYCHA Sec.8 and Home TBRA
- Funded by HRA
- Staff team onsite; Program Director, Case Managers
- Security 24/7; only staff onsite weekends/holidays and after business hours
- Light services & rent collection
- Referrals from our shelters and HRA

Alfredo Matthews, AVP – Families with  
Children and Singles Commercial  
Hotels

# Commercial Hotels Families with Children

- 14 Commercial Hotels located in Bronx, Manhattan, Brooklyn & Queens
- 947 Units (space in contract to grow to 1496 units)
  - Additional location scheduled to open in November
- 24-hour staff onsite (Operations & Security)
  - Shift Supervisors, Residential Aids, Security Officers
- Social Service staff on site 7 days a week from 8 AM – 10 PM (longer at some locations)
  - Case Managers, Housing Specialists, & Call Center supervisors and Operators
- Additional support staff
  - Leadership (Program Manager, Program Director, Director of Social Services, Sr. Case Manager, Operations Manager), Recreational Coordinators, and Drivers
- DHS funded
- DHS referred clients only

# Commercial Hotels: Single Adults

- 6 Commercial Hotels located in Bronx & Queens
  - An additional location scheduled to be opened in November
- 952 beds
- 24-hour staff onsite (Operations & Security)
  - Shift Supervisors, Residential Aids, Security Officers
- Social Service staff on site 7 days a week from 8 AM – 11 PM (longer at some locations)
  - Case Managers, Housing Specialists & *Employment Coordinators*
- Additional support staff
  - Leadership (Program Manager, Program Director, Director of Social Services, Sr. Case Manager, Operations Manager), and Drivers
- DHS funded
- DHS referred clients only

# Commercial Hotels: Isolation Sites (Quarantine)

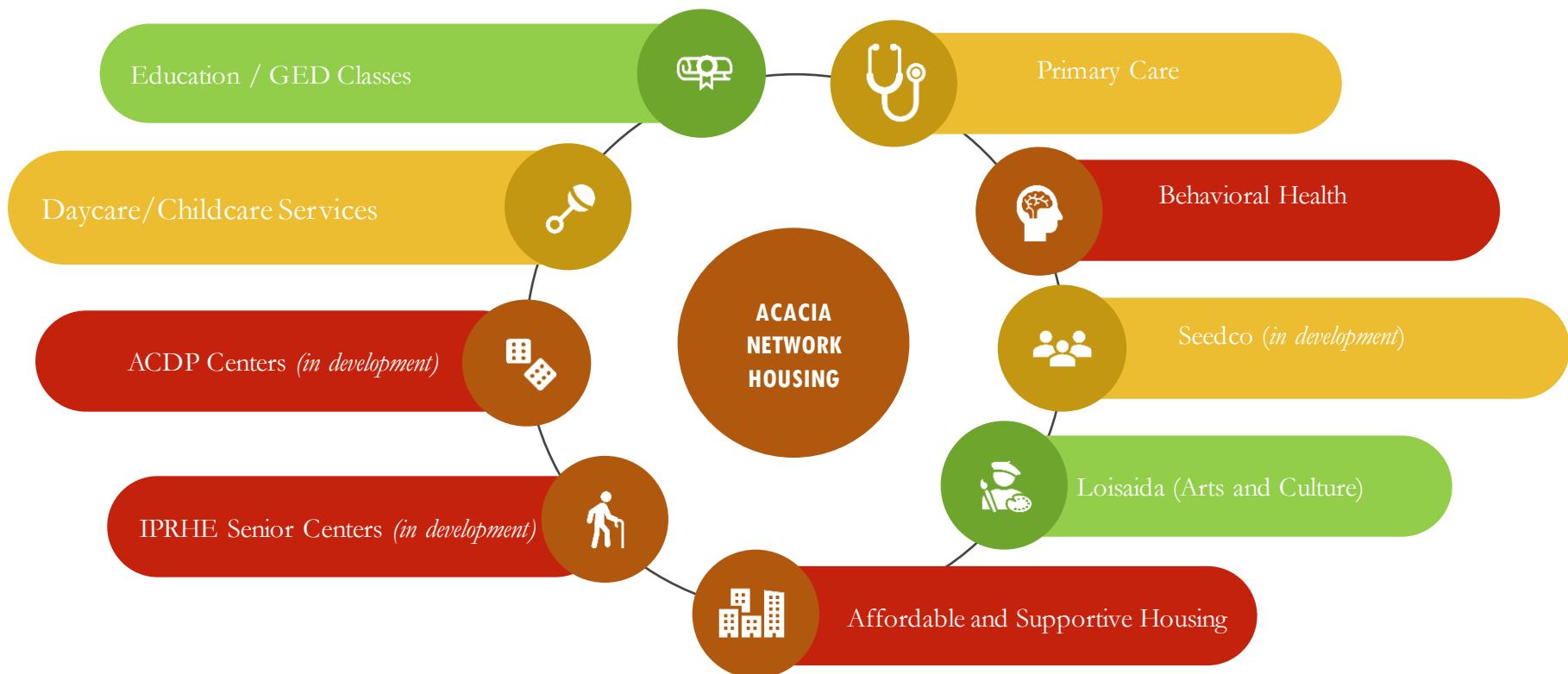
- 1 Commercial Hotels located in Brooklyn
- Utilized for the Quarantine of individuals entering shelter from other states
- 54 Beds for clients
- 24-hour staff onsite (Operations & Security)
  - Shift Supervisors, Residential Aids, Security Officers
- No social services provided as clients are expected to isolate in their units
  - Referrals provided as needed from support staff
- Medical Staff
  - Licensed Practical Nurses (LPN) are on site daily from 8:00 am to 10:00 PM
  - Individuals who become symptomatic are transferred to a Quarantine location
- DHS funded
- DHS referred clients only

# Commercial Hotels: Isolation Sites (Seniors)

- 2 Commercial Hotels located in Brooklyn
- Utilized to Isolate Seniors from having to live in congregate settings to mitigate exposure for a highly susceptible and vulnerable population
- 206 Beds for clients
- 24-hour staff onsite (Operations & Security)
  - Shift Supervisors, Residential Aids, Security Officers
- Social Service staff on site 7 days a week from 8 AM – 10 PM
  - Case Managers, Housing Specialists, *Social Workers*, Recreational Specialist
- DHS funded
- DHS referred clients only

Desiree Susana, Senior Director of  
Quality Improvement

# ANH Integrated Care Approach





# Cultural Arts & Wellness Integration (Loisaida/ ANH Partnership)

- October 2019, Arts in Shelter expanded to 13 ANH sites.
- 7 Tier II sites, 2 FWC Hotels, 2 Single Adult sites and 2 Master Lease locations.
- 100 Families were engaged in their After-School Arts Program in ANH shelters
- Program went from November 2019 – March 2020.
- March 2<sup>nd</sup>, was the initial restart date. However; once COVID-19 hit, alternative measures had to be discussed to continue to the program while in quarantine.
- Program was shifted virtually to conduct art classes via Google Meet-Up and YouTube to stream live-feed.
- Team is working on return to onsite classes with proper social distancing for single adults.

# Quality Improvement

## Data Based Approach

**QI Collects data across the system to analyze and identify trends and gaps in services.**



<ul style="list-style-type: none"><li>• Analysis of 2019 vs 2020 Incidents</li><li>• Analysis of Q1 and Q2 Incidents</li><li>• Completion of Top 15 Security Assessments</li></ul>	<ul style="list-style-type: none"><li>• Monitor Positives across the sites</li><li>• Analysis of affected sites</li></ul>	<ul style="list-style-type: none"><li>• Monitor Medically Fragile and Newborns on a monthly basis for service delivery and compliance</li><li>• Twice Daily Monitoring of Clients with Higher Risk for COVID-19</li><li>• Tracking trends within the populations and sharing data across the network.</li></ul>	<ul style="list-style-type: none"><li>• Analysis of ILP engagement during Social Isolation showed increase in engagement</li><li>• Program Audits</li></ul>	<ul style="list-style-type: none"><li>• Analysis of Violation Activity in Q1 and 2</li><li>• Analysis of Work Order Completion in Q2 and Comparison to Q1</li></ul>
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# Questions for the ANH Team?

# MISSION

Acacia Network's mission is to partner with communities, lead change, and promote health and prosperous individuals and families

# VALUES

## EXCELLENCE

Our focus on excellence ensures that individuals, families, and communities consistently receive quality driven care

## COMMITMENT

The talented and dedicated members of the Acacia family are the foundation of our success. We go the extra mile to meet the needs and expectations of individuals, families, and our communities.

## CUSTOMER

We promote a culture that consistently exceeds customer's expectations. We affirm the unique identity of those we serve, treating each with friendliness, dignity, respect, care and compassion.

## LEADERSHIP

We nurture partnerships, inspire others, instill ownership, engender trust and provide solutions toward our common goal to lead change and provide the highest quality care.

# THANK YOU!



ROOTED IN THE COMMUNITY SINCE 1969

300 East 175<sup>th</sup> Street, Bronx, NY 10457  
[www.acacianetwork.org/](http://www.acacianetwork.org/)

Excellence | Commitment | Customer Service | Leadership

