

A person in a dark jacket and blue pants is walking on a sidewalk. In the background, there are bare trees, a metal fence, and a building. A bus stop sign with the number 33 and a Metro logo is visible on the right. The text 'JustCARE' is overlaid in large white letters, followed by 'The Development and Impact of a Multi-Faceted Collective Impact Model' in smaller white letters.

JustCARE

The Development and Impact of a Multi-Faceted Collective Impact Model

Katherine Beckett, Marco Brydolf-Horwitz, Devin Collins,
Allison Goldberg, Emily Knaphus-Soran, and Aliyah Turner

JustCARE as a Multi-Faceted, Holistic Approach

- A Housing First response to *unsheltered* homelessness
- A health initiative that reduces barriers to health care for underserved people
- A public safety intervention that avoids reliance on police and the criminal legal system
- A **decarcerative** initiative that serves as an alternative to 911 and reduces the police-ability of behavioral health
- **Harm reduction** and **racial justice** as guiding principles/values



JustCARE as a Collective Impact Model

- Street-based outreach by REACH and LEAD
 - In encampments
 - With concerned business owners, non-profits & residents
- Interim supportive housing in hotels by CoLEAD, ACRS, and Chief Seattle Club
 - Diverse staff with relevant lived experience and various kinds of expertise
 - Harm-reduction oriented, trauma-informed, relational focus
 - Focus on stabilization & setting people up for independent living
- Public safety services by Wheeler Davis Conglomerate
 - Created in summer of 2020, provides safety services in & around the hotels
 - Alternative to 911, police, and traditional private security



JustCARE's Distinguishing Characteristics

- Holistic approach
- Focus on people experiencing *unsheltered* homelessness
- Focus on both individual and neighborhood well-being and quality of life
- Communication and coordination with legal system to resolve cases
- Provision of on-site medical care and coordination
- Enhanced access to substance use disorder treatment, including MAT

Data Collection: Participants

- Participant questionnaire modeled after Rikers Island Longitudinal Study
- Respondents eligible for three interviews
 - Baseline, one-month & three-month follow-up
- Conducted over Google Voice, interviews lasted ~1 hour
- Interviewers worked with JustCARE outreach responders to promote participation and interview scheduling
- Participants received a \$50 gift card upon completion of each interview

Data Collection: Participants

- 42 participants completed 1st interview; 36 completed 30-day follow-up; 20 completed 60 day follow-up
- Open and closed-ended questions pertaining to:
 - Personal histories with homelessness
 - Impacts of COVID-19
 - Involvement with criminal-legal; medical; and social service / welfare systems
 - Victimization exposure and illicit activities
 - Perceptions of JustCARE and experiences in hotels
- Interviews transcribed verbatim, imported into Atlas.ti for qualitative analysis

Data Collection: Interviews with Eleven Community Partners

- Business groups
 - Downtown Seattle Association
 - Business Improvement Associations
- King County Metro
- Residential interests
 - Pioneer Square Resident's Council
 - Real estate development
- Community-based organizations
 - Real Change
 - CID Preservation & Development Authority



Data Collection: Other

- Other interviews
 - 12 CoLEAD outreach responders & other providers
 - 10 leaders of central JustCARE organizations
 - 7 leaders of alternative crisis programs across the country
- Administrative data
- SPD 911 call data



JustCARE Participant Demographics

Table 1. Demographic Snapshot of JustCARE Participants

RACE/ETHNICITY	
American Indian/Alaska Native	10.8%
Asian	4.5%
Black/African American	35.9%
Latinx	7.6%
Multi-Racial	5.4%
Native Hawaiian/Pacific Islander	.9%
White	35%
GENDER	
Female	34.1%
Male	65.1%
Non-Binary	.4%
Trans	.4%
AGE	
Age Range	20 - 74
Average Age	39

Source: Brenton Zachry, Data Analyst, Public Defender Association.

Note: Data include people who enrolled in CoLEAD in the spring or summer of 2020 or JustCARE in the fall of 2020 or winter of 2021, and are current as of February 28, 2021. People who identified as Latinx/Hispanic alone or as Latinx/Hispanic and White are included in the Latinx category.

Key Finding: Most People Living Unsheltered Can Be Safely Housed in Hotels

- People who live unsheltered are not housing or service resistant
 - JustCARE determined that only 3% of people screened could not be safely housed in hotels
 - Only 13% have been exited from hotels

“JustCARE is not just putting a roof over somebody's head. It's about reaching out to people, finding out what their needs are. And all kinds of people, those that have mental health challenges, those that have physical disabilities, those are the most vulnerable. I mean, those are the chronic homeless. And so I think that that's what JustCARE has done, is reached out to those that really need it, need someone there that can support them. Not just put a roof over their head and say, "Okay, well, enjoy it for the next 30 days", but truly make a connection with them and see what kind of support services that you can provide.”

- Virgil Wade, Chief Seattle Club Operations Director

JustCARE Initial Post-Screening Housing Placements

Table A1. Initial Post-Screening Housing Related Outcomes

<i>OFFERED JUSTCARE HOUSING</i>	
ACRS Hotel	64
CoLEAD Hotel	53
Chief Seattle Club Hotel	19
Waitlist (and Housed Later)	28
Refused Housing	5
Bus Ticket Home	1
<i>NOT OFFERED JUSTCARE HOUSING</i>	
Already housed	6
Indication of predatory behavior	7
Already enrolled in LEAD	2
Under 18 years old	1
<i>OTHER</i>	
MIA - Could not be located post-screening	7
Deceased	1

Source: Whitney Walker, REACH

Notes: Data refer to people living in encampments mainly in the Pioneer Square and CID areas who underwent initial screening by REACH in the fall of 2020.

Key Findings: Housing First + Support Enable Many to Pursue Goals

- Interim supportive housing enables participants to:
 - Address outstanding legal issues
 - Secure identification
 - Access medical care
 - Obtain benefits
 - Reconnect with family
 - Apply for permanent housing
 - And more

“Above all things, it’s a stable environment that’s mine. [...] I’m glad that I have a place that I can call my own, that I can sleep in and be safe. And it gives me stability and peace of mind where I can better my future.”

~JustCARE Participant

Hotel-Based Services and Activities

Table 3. Hotel-Based Services and Activities

<i>COVID-19 Testing</i>	100%
<i>Primary Care or Other Health Care Connection</i>	64.5 %
<i>ID Assistance</i>	51.8%
<i>DSHS</i>	50.4%
<i>New Housing Assessment</i>	37.6%
<i>Legal Assistance</i>	36.2%
<i>Medication Assisted Treatment</i>	32.6%
<i>Financial Management Assistance</i>	31.9%
<i>Mental Health Treatment</i>	27.7%
<i>Employment Secured</i>	17.0%
<i>Dental Care</i>	12.1%
<i>SSI Enrollment or Activation</i>	9.9%
<i>Education – Enrollment in Community College</i>	6.4%
<i>Optometrist</i>	5.0%
<i>Veteran's Resources</i>	4.3%

Source: Brenton Zachry, Data Analyst, Public Defender Association.

Key Finding: Limited Availability of Permanent Housing Casts a Long Shadow

- Hotels are a useful tool, but paucity of permanent housing remains a challenge

“I think permanent housing is obviously the main goal. Once they're here, this is obviously temporary, so talking about permanent housing is important but I think that that's a huge gap in what we are able to do as a staff and a program. Now I don't feel like we have a lot of access to resources around permanent housing at all ... and COVID is happening on top of everything, so wait lists for affordable housing are already years long ... In some ways, it feels like this maze that you have to navigate that really goes nowhere.”

~CoLEAD Outreach Responder

Key Finding: JustCARE Significantly Reduces Barriers to Medical Care

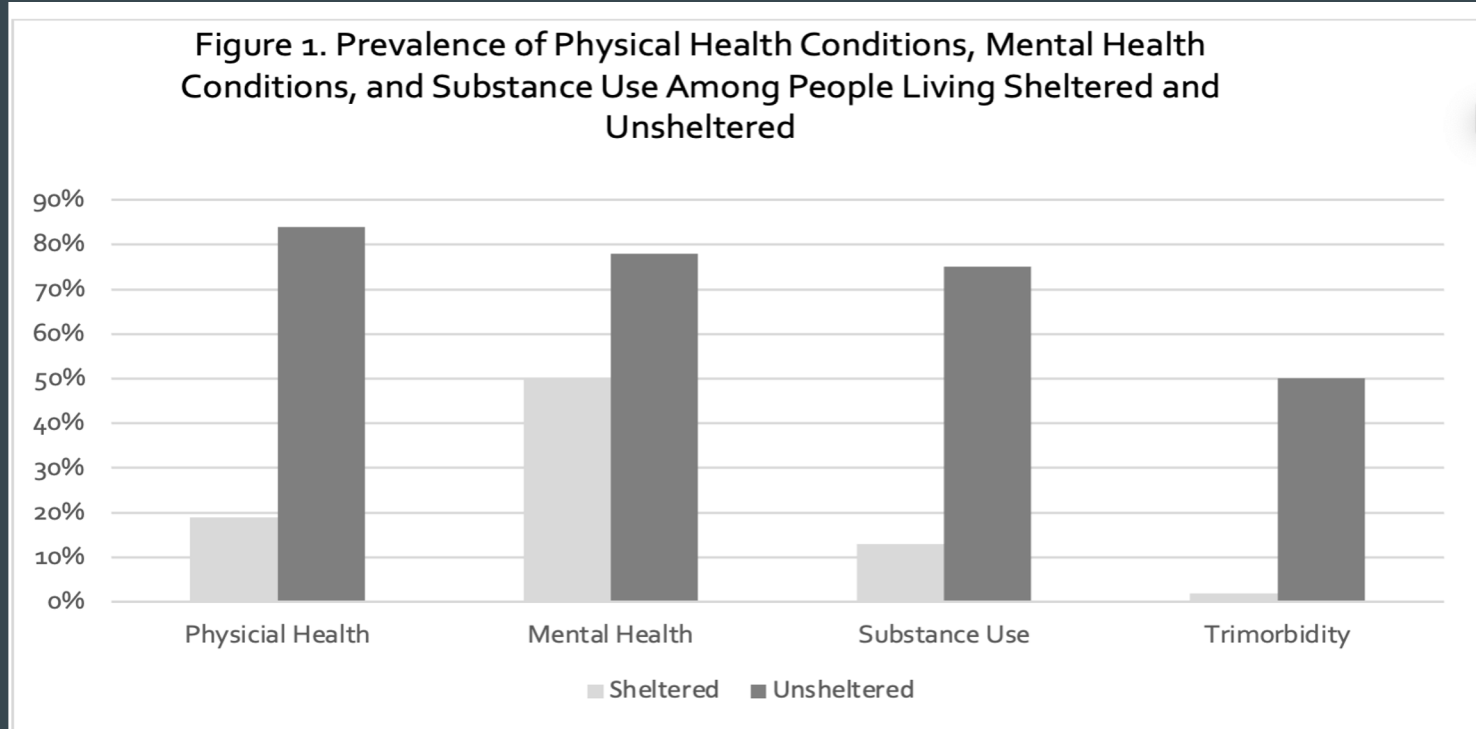
- Care coordination and on-site medical providers help address participants' complex health needs

“CoLEAD hooked me up with the doctor, and they were able to get me some anti-inflammatories so I can begin the healing process on [my knee] again. I'm finally active now and moving again, which is nice ... Biggest thing I really needed was just a place where I could recover and they provided that already, and medicine. So yeah, that was pretty huge.”

~JustCARE Participant



JustCARE Serves a Medically Vulnerable Population



Source: Janey Rountree, Nathan Hess, and Austin Lyke, *Health Conditions Among Unsheltered Adults in the U.S.*, California Policy Lab, October 2019 (Figure 4)

Diagnosed Health Conditions Reported by Participants

Table 5. Diagnosed Health Conditions Reported by JustCARE Participants

Other physical health condition	62.8%
Depression	51.2%
High blood pressure	46.5%
Anxiety	44.2%
Chronic back pain	39.5%
Other mental health condition	34.9%
Hepatitis B or C	18.6%
Asthma	14%
Chronic lung disease	14%
Learning disability/cognitive disorder	11.6%
Physical impairment	11.6%
Diabetes	9.3%
Heart disease	9.3%
High cholesterol	9.3%
Sexually transmitted disease	4.7%
No significant diagnoses	2.3%

Source: Author surveys with 42 JustCARE participants.

Key Finding: Enhanced Access to MAT is Helpful For Some

- Harm reduction-oriented medically assisted treatment (MAT) is a helpful tool, but is less available for people who use stimulants

“Before I got hooked up with CoLEAD, like I said, it was rough. I was living on the streets. And it was, it wasn't very good at all. I wasn't being very healthy, I wasn't making doctor's appointments. I am now. And they've helped me get on Suboxone. They've really been looking out for me... I've cut back on my drug use... I don't like [Suboxone] that much, but it helps. Helps with cravings.”

~JustCARE Participant

Key Finding: JustCARE Improves Public Safety and Quality of Life for Participants and Neighbors in a Number of Ways

- First, by enabling people to leave encampments and stay in (much safer) hotels
- Unauthorized encampments pose a number of risks for residents and neighbors

“Tiarra [Dearbone] and the team came out within just a couple of days and was able to connect all of the rest of the campers within a week. ... I know that REACH had asked everyone specifically what they need. I don't know exactly how CoLEAD went forward with it, but it was within a week or 10 days that everyone was completely gone, and we haven't had any encampment outside since then. And it was because of meeting people where they're at and connecting them directly with services and having the ability to do that without that police presence showing up, which can be a deterrent to folks outside connecting with service providers.”

~Tiffani McCoy, Advocacy Director, Real Change

Key Finding: JustCARE Improves Public Safety and Quality of Life for Participants and Neighbors in a Number of Ways

- JustCARE enhances feelings of safety and quality of life for neighbors
- Community partners appreciate the fact that JustCARE meets their needs and the needs of participants

“I did see a visible change in the encampments nearby when the program was first starting, and to be able to hear that over 180 people were outreached to, and over a 100 of them had actually accepted services and to join that program was really nice to hear, and just good to know that people aren't just being shuffled around and are actually ... getting services.” ~Monica Ly, Clean and Safe Manager, CID Business Improvement District

“JustCARE has done a better job than anyone. So, people being helped without sweeping them, without having them lose their items and all the bonuses of wraparound care. Do you need mental health care? Do you need treatment for addiction or help or counseling for addiction or do you need to just get clean? Do you need decent food? Do you need someone to stop preying on you and making money off you? So, I think they're doing fantastic.” ~ Tija Petrovich, Chair, Pioneer Square Resident's Council

Key Finding: JustCARE Improves Public Safety and Quality of Life for Participants and Neighbors in a Number of Ways

- Second, by meeting participants' basic needs in the hotels
- This enables many participants to cease or dramatically reduce reliance on illicit survival strategies

“Life [before JustCARE] was not very good. I was doing a lot of heroin and meth and stuff. I was going to jail pretty frequently, cause I was doing like burglaries and robbing buildings and all this extra shit. And it was not good. And so CoLEAD has really helped me stay sober and I've been sober for like two months or whatever, and like, it's really good. So I'm really proud of myself. “
~JustCARE participant

“When you're in survival mode, on the streets, you've been in survival mode, and you have to do everything while you're in survival mode, whether it's eat, whether it's get some money, no matter what. And then, when you're not in survival mode, seeing those things slowly dissipate.... You're not in survival mode, anymore, and as long as you're on this program, you don't have to worry about normal necessities. So, you can work on yourself.”
~JustCARE participant

Key Finding: JustCARE Improves Public Safety and Quality of Life for Participants and Neighbors in a Number of Ways

- Third, by utilizing safety teams, de-escalation strategies, and creative problem-solving in the hotels
- This approach reduces conflicts and encounters with/reliance on the police



911 Calls

Table 6. Calls for Emergency Service Before and After JustCARE

	Jan-Feb 2020	Jan-Feb 2021	Percent Change
<i>Encampment areas</i>			
<i>All Calls</i>	478	296	-38%
<i>911 Calls</i>	341	209	-39%
<i>JustCARE Hotels</i>			
<i>All Calls</i>	416	345	-17%
<i>911 Calls</i>	242	213	-12%

Source: Loren Atherley, Director of Performance Analytics and Research, Seattle Police Department.

Note: Data include civilian-initiated calls for service describing situations occurring within 500 feet of the two encampment locations (the intersection of 8th and S. Jackson in the CID and the 300 block of 2nd Ave Extension South) and within 500 feet of five JustCARE hotels: The Wallingford Inn, the Kimpton Palladian, the Holiday Inn on North Aurora, Staybridge Suites, and La Hacienda. Calls were higher during the latter period in some hotels, but lower in the aggregate.

Key Finding: JustCARE is Decarcerative and Helps Shift the Public Safety Paradigm

JustCARE as an alternative to criminal legal responses as well as to sweeps, displacement, and abandonment

- Community members are increasingly relying on JustCARE as an alternative to 911
- JustCARE does cultural work that reduces the police-ability of behavioral health
- JustCARE provides legal navigation to reduce the burden of past and present criminal legal system involvement

Conclusion

- JustCARE offers an innovative, holistic, and effective way of addressing a number of intertwined issues, including
 - Unsheltered homelessness
 - Barriers to health care, including substance use disorder treatment, for the medically vulnerable
 - Public safety and neighborhood level quality of life
 - Over-reliance on police and the criminal legal system
- Meets the needs of participants and neighborhoods
- Offers a variety of advantages over short term crisis response models

