



**HEALTHY**

**SAFE**

**SUPPORTED**

Together  we  
**THRIVE**

Philadelphia's Agenda for  
HEALTH & WELL-BEING

**2018**

# HEALTHY PEOPLE



**Good health is the foundation for strong communities.**

Provide a healthy environment and high-quality physical and behavioral health care.

# SAFE PEOPLE



**Everyone deserves to feel safe.**

Keep people safe and secure in their homes and communities.

# SUPPORTED PEOPLE



**Address people's basic needs.**

Ensure that the most vulnerable residents stabilize their lives, and communities support their residents.

# WE THRIVE

**Together We Thrive is led by the Managing Director's Office for Health & Human Services Cabinet (HHS)**

Deputy Managing Director for Health & Human Services  
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**This framework was created in 2016 to lay out a vision for the health and well-being of the most vulnerable Philadelphians, creating the foundation for further growth.**

It represents a coordinated approach to:

- 1) Focus on risks that lead to bigger issues in the future
- 2) Transform the way we assess need and match people to resources
- 3) Build infrastructure to ensure that agencies are ready to act when new challenges appear.

**In 2017, we saw improvement on 20 of 35 metrics — the result of exciting, cross-cutting work.**

68% of initiatives were completed, 25% are in progress, and 48 new initiatives were added. Accomplishments include the redesign of the delivery of mental health services for young people, and bold steps to address the opioid crisis.

**This year, we will define success by delivering interventions as early as possible.**

This includes the development of a centralized intake tool for mother-baby home visiting programs, the launch of a rapid rehousing program to reunify families, and using targeted supports for people at risk of homelessness.

# TOGETHER!!!

**This is our plan as well as our commitment to stand strong as one community, one city dedicated to the success of every resident.**

**This plan belongs to everyone. We need your passion, ideas, and effort to make change. Join us as we continue to assess, redesign, and evolve, because Together We Thrive.**

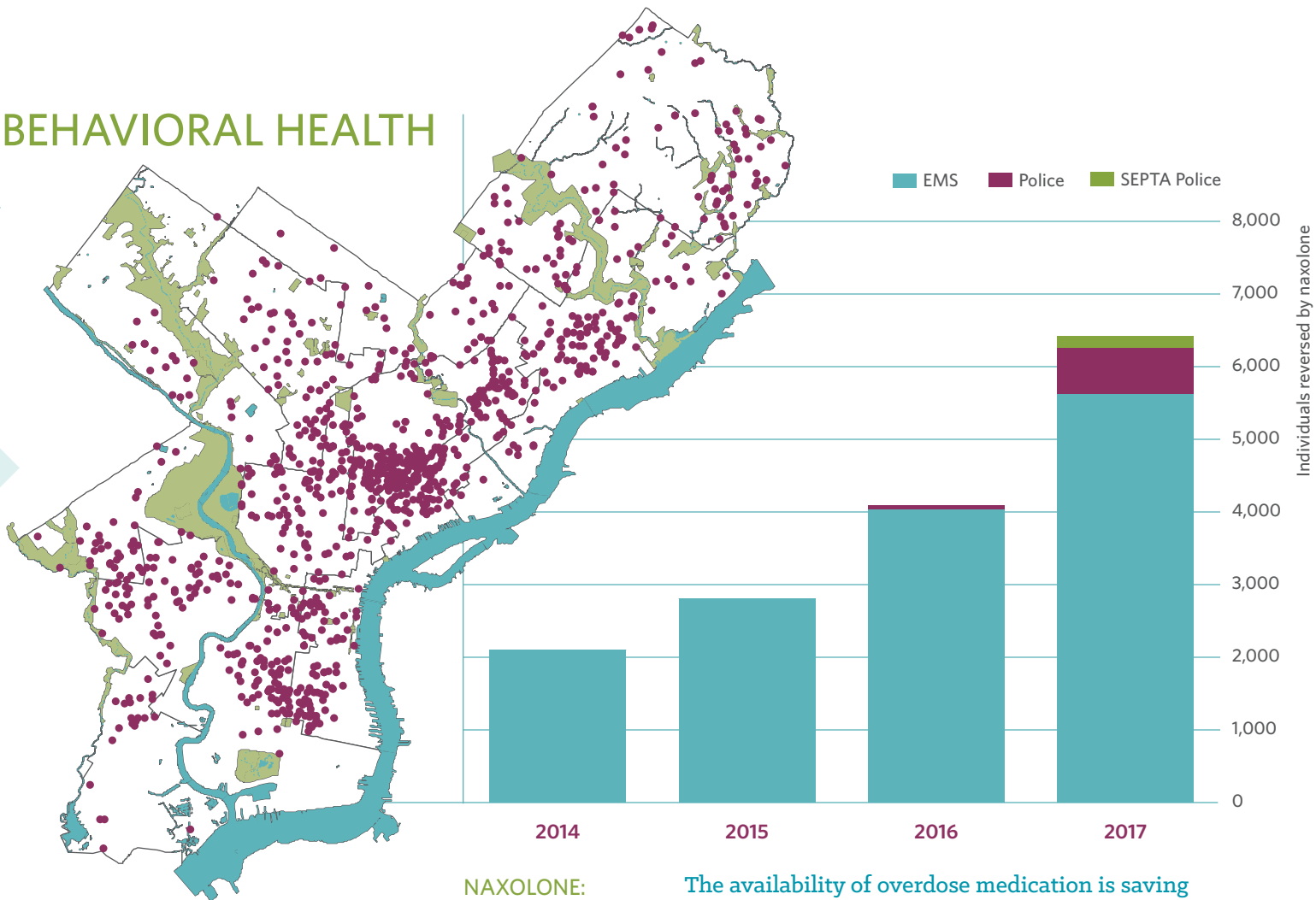
# ADDICTION & BEHAVIORAL HEALTH

About 1,200 deaths occurred from drug overdose in 2017, up from 907 in 2016.

OVERDOSE DEATHS by City Council District, 2017

**1,200** Deaths

\*Note: Some deaths in 2017 are being assessed and may be added.



**NAXOLONE:**  
Doses administered by first responders

The availability of overdose medication is saving thousands of lives each year, particularly as agencies such as the Police Department and SEPTA were given new access to these resources.

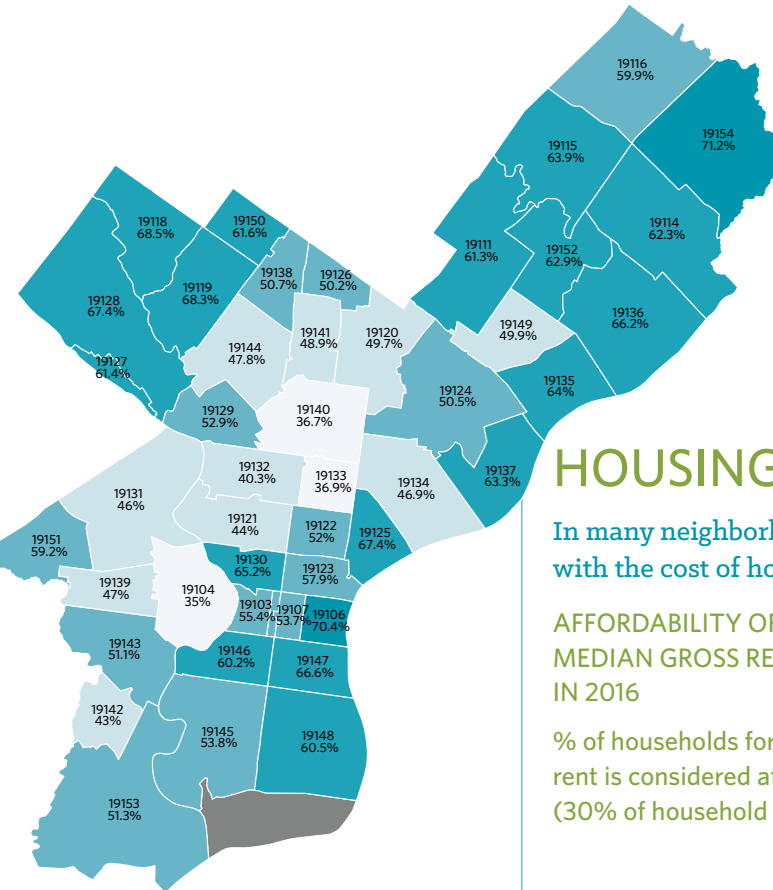
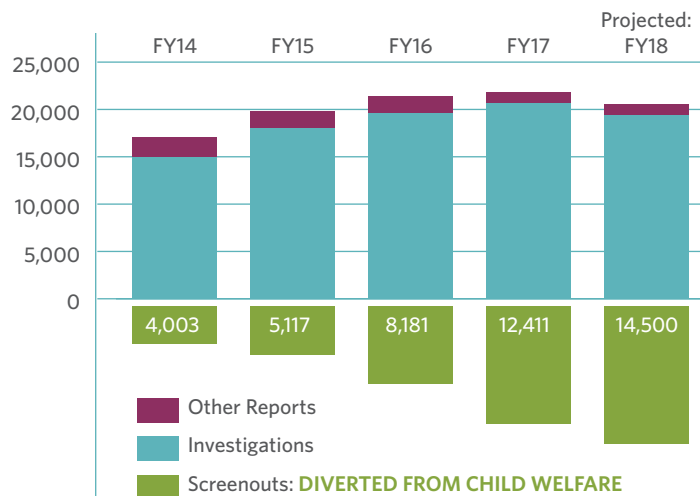
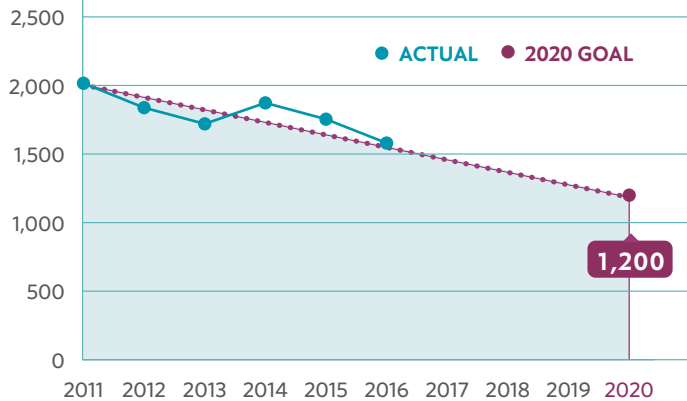
# STATE OF THE CITY



# FAMILY STABILITY & CHILD WELFARE

Exposure to lead at a young age can lead to lifelong learning and behavioral challenges. Lead poisoning is down 8% over the last three years. The City's goal is to decrease this by another 24% by 2020.

NUMBER OF CHILDREN <6 NEWLY IDENTIFIED with Venous Blood Lead Level  $\geq 5 \mu\text{g}/\text{dl}$

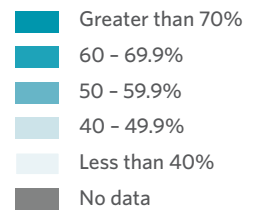


# HOUSING

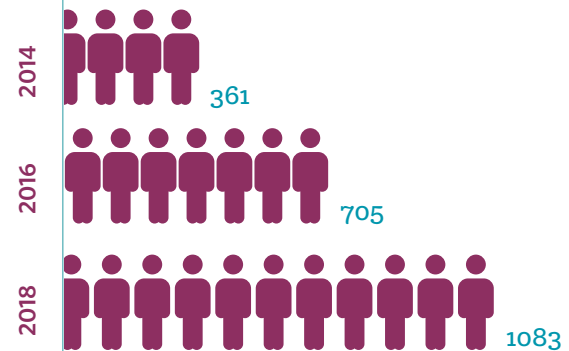
In many neighborhoods, income has not kept pace with the cost of housing.

AFFORDABILITY OF MEDIAN GROSS RENT IN 2016

% of households for which rent is considered affordable (30% of household income)



DHS will divert a projected 14,500 families from the formal child welfare system in 2018, an increase of 183% from three years ago. Diversion rates have more than doubled through stronger connections to prevention and family support services.



The number of people living on the street has increased every year since 2014 – a 200% overall increase. This is due in part to the opioid and affordable housing crises.



# HEALTHY PEOPLE

Individual health is built on a healthy environment and access to quality services. But 24% of residents rate their health as poor or fair. The HHS Cabinet is working to improve how people access needed care, and to promote healthy homes and community spaces in every neighborhood.

## BRINGING YOUTH BEHAVIORAL HEALTH TO COMMUNITIES

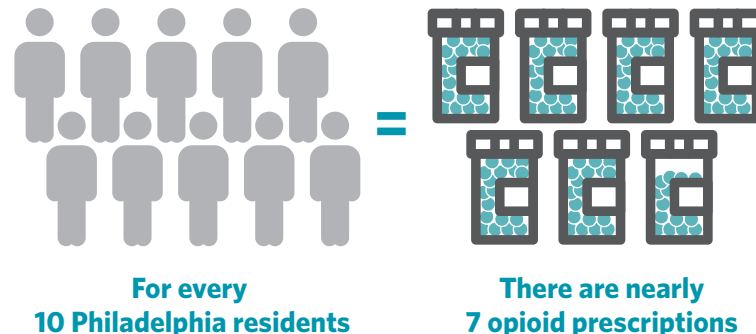
Roughly 20% of young people experience a mental health problem. Still, families and schools often hesitate to reach out before a crisis. New tools are needed to reduce stigma and connect youth.

**2017** Led by DBHIDS, the system to support youth and their families was redesigned. The City launched two new centers for crisis treatment, urgent care for non-emergencies, mobile teams to bring services directly to where they are needed, and a pilot to introduce social workers into 22 schools this school year.

**2018** The Support Team for Education Partnership (STEP) will bring new clinical coordinators and behavior consultants to schools. STEP will also develop a plan to hire case managers and family support partners at 22 schools in 2019. These new teams will ensure that youth have the behavioral health supports needed to learn and grow.

## INNOVATIVE APPROACHES TO COMBATING THE OPIOID CRISIS

The worsening opioid crisis is evidenced by increases in drug addiction, drug overdoses, homelessness, and other social problems. In 2017, approximately four times as many people died from drug overdose as homicide. Drastic action is needed to turn the tide.



**2017** The Mayor’s Task Force to Combat the Opioid Epidemic released a roadmap, focused on prevention, education, treatment, and overdose reduction. In implementation, 16,000 health care providers were contacted about prescribing practices, 25,000 doses of naloxone (overdose medication) were given to providers serving those at risk of overdose, and Medication-Assisted Treatment was expanded.

**2018** The City will invest roughly \$4 million annually to expand prevention, medication-assisted treatment, low-barrier housing, overdose prevention and harm reduction.

## MOVING FORWARD Other Key Activities for 2018

- **Reduce Lead Poisoning** by working with City Council to expand lead safety requirements to more properties.
- **Improve Diets and Cut Smoking** by passing laws to ban sales of candy-flavored tobacco and require chain restaurants to label dishes with more than a day’s worth of sodium.



Strategy	Highlights from 2017	Key Activities for 2018	Key Measures of Success	FY16	FY17	
<b>1</b> Prevent developmental delays in at-risk children ages 0-5	Trained Early Intervention staff on special services for infant maltreatment	Develop a centralized system for birth information and home visiting programs intake to reach high-risk families	Increase the number of children referred for Infant Toddler Early Intervention (ITEI) screening who enroll in PHL Pre-K	389 children	239 children	<b>WORSE</b>
<b>2</b> Reduce incidence of lead poisoning and asthma	Released Childhood Lead Poisoning Prevention Plan; Sent 6,000 warning letters and issued 2,000 fines to landlords who broke lead safety rules	Issue more severe penalties to landlords out of compliance for lead safety; Work with City Council to expand lead safety requirement to more rental properties	Reduce incidences of blood lead levels > 5 µg/dL among children <6	4.7% (CY15)	4.26% (CY 16)	<b>BETTER</b>
<b>3</b> Expand quality of afterschool activities to reduce truancy and improve literacy	Hired a citywide Out-of-School Time (OST) coordinator to improve quality of services	Launch Philly Reading Coaches to have volunteers practice reading at afterschool programs, schools, recreation centers, etc.	Increase rate of DHS-involved youth enrolled in OST programs	6.8%	7%	<b>BETTER</b>
<b>4</b> Strengthen physical and behavioral health supports in schools	Launched the Support Team for Education Partnership (STEP), placing social workers in 22 schools during the 2017-18 school year	Place STEP clinical coordinators in 22 schools; Enhance school-day physical activity programming and/or equipment at 65 schools	Increase the number of students in the Student Assistance Program or STEP	1,188	1,661	<b>BETTER</b>
<b>5</b> Expand the continuum of behavioral health supports for youth	Launched three mobile children's behavioral health teams to support youth in crisis in their communities	Launch new Children's Crisis Response and Crisis Stabilization Units	Increase the rate of children receiving community-based services in lieu of a residential treatment facility	94%	95.3%	<b>BETTER</b>
<b>6</b> Encourage people to have healthy diets, stay active, and avoid addictive substances	Capped the number of retailers selling tobacco, reducing sellers by 300	Enforce a new food licensing law to stop certain stores from illegally selling alcohol	Decrease cigarette sales (measured by cigarette tax revenue)	\$4,897,193	\$3,950,069	<b>BETTER</b>
<b>7</b> Reduce opioid addiction and its adverse consequences	Released the Opioid Task Force report, focused on prevention and treatment; 16,000 providers received prescribing guidance; Grew Medication-Assisted Treatment slots by over 550	Distribute 35,000 new doses of overdose antidote; Launch eight new early intervention programs to prevent addiction	Reduce prescription opioid sales in Philadelphia	1.35 billion morphine mg equivalents (CY15)	1.24 billion morphine mg equivalents (CY16)	<b>BETTER</b>
			Reduce drug overdose deaths	907 (CY16)	1,200 estimate (CY17)	<b>WORSE</b>

To learn more about our work to promote healthy people, visit [www.phila.gov/hhs](http://www.phila.gov/hhs)



# SAFE PEOPLE

**Feeling safe and free from fear of violence – whether from a loved one, parent, guardian, friend, or in your neighborhood – is critical for community vitality. In Philadelphia, violence impacts people of every age, background, and belief.**

The facts are stark:

There were 953 verified cases of neglect or abuse against children in 2017.

Nearly one in four women in the US has experienced domestic violence.

Last year, 1,220 residents were victims of gun violence.

Victims lose their autonomy, security, and face grave threats to their health. Working with the new Office of Violence Prevention, the HHS Cabinet continues to evolve our approach to prevent violence and intervene when prevention fails.

### EXPANDED SCREENING AND SUPPORT FOR DOMESTIC VIOLENCE SURVIVORS

In 2013, Philadelphia police responded to more than 54,000 domestic violence reports. However, many victims of abuse go undetected and unsupported.

**2017** A standard screening for domestic violence was piloted at OHS intake. DBHIDS, OHS, and DHS staff were trained to connect victims to services.

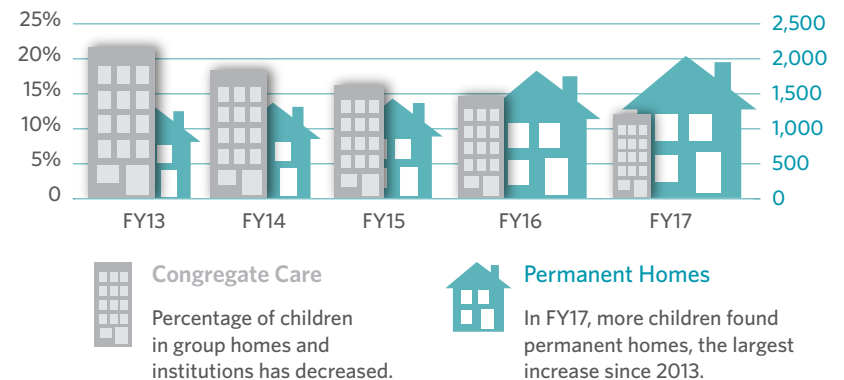
**2018** New tools and training will ensure that domestic violence screenings are accurate and used consistently. DHS will establish a new domestic violence unit to help staff working with survivors, and integrate domestic violence education into standard training for new staff. HHS will also expand resources, such as housing, for immigrant victims.

### INCREASED ACCOUNTABILITY FOR KEEPING CHILDREN SAFE

Philadelphia has made critical changes in supporting at-risk children and families, with the launch of Improving Outcomes for Children (IOC), a model focused on community-based services, improving permanency rates and family functioning. Since 2013, children reaching permanency (adoption, reunification, or permanent legal custody) has increased by 53%.

**2017** New tools were developed to measure and improve child welfare services. The Community Umbrella Agency (CUA) Scorecard is an easy-to-understand assessment of community child welfare agencies across categories such as child safety and reunification rates. The evaluation of IOC assessed the service model and recommended improvements, including increasing family engagement and retaining quality staff working with families.

**2018** CUA Scorecard quarterly updates will be used to develop corrective action plans and impact contracting decisions. DHS will also launch a new oversight board to monitor improvements to the system and implementation of evaluation recommendations.





Strategy	Highlights from 2017	Key Activities for 2018	Key Measures of Success	FY16	FY17	
<b>1</b> Support at-risk families to ensure that children can safely remain in their homes	Expanded case management for at-risk families and reduced the use of the formal child welfare system	Redesign the Family-Team Conference, a planning meeting for a child's safety and well-being, to increase family engagement; Release a DHS scorecard focused on intake and investigations	Decrease the number of placements	5,932 placements	6,095 placements	<b>WORSE</b>
			Decrease the percentage of children moving to out-of-home placement from in-home services	10.1%	8.9%	<b>BETTER</b>
<b>2</b> Increase the number of youth safely reunified with their families or moved to safe and permanent homes	Found permanent homes for 52 youth in a Rapid Permanency Review pilot to remove barriers for long-term DHS-involved youth	Expand Rapid Permanency Reviews to entire city	Increase the percentage of youth who reach reunification	13.46%	13.40%	<b>SAME</b>
			Increase the percentage of youth who reach permanency	22.5%	23.7%	<b>BETTER</b>
<b>3</b> Reduce the number of youth in congregate or group care	Launched functional family therapy to reduce behavior problems and delinquency	Launch foster parent recruitment and retention campaign, particularly for older and LGBTQ youth	Reduce the rate of congregate care utilization	14.4%	12.9%	<b>BETTER</b>
<b>4</b> Reduce community violence	Launched a public awareness campaign to foster conversations on the impact of gun violence in communities	Expand BenePhilly benefits enrollment to connect returning citizens to Medicaid and behavioral health services	Reduce the number of victims of gun violence	1,308 (CY16)	1,220 (CY17)	<b>BETTER</b>
<b>5</b> Reduce domestic violence and human trafficking	Provided domestic violence training to 300 HHS agency staff and contractors; Expanded support services available for human trafficking victims	Create domestic violence unit in DHS to provide case consults; Expand services for immigrant survivors, including housing assistance	Increase the rate of screening for domestic violence in DHS, OHS, and PDPH	65.4%	69.7%	<b>BETTER</b>



## MOVING FORWARD

Other Key Activities for 2018

- **Redesign the Transition Planning Process for Older Youth** to ensure more leave the child welfare system for a safe and permanent home.
- **Expand the Use of Behavioral Health Support** by sharing data to track that all youth served by child welfare agencies are screened and connected.



# SUPPORTED PEOPLE

While Philadelphia has recently experienced rapid growth, many people have been pushed to the margins, making it harder to find affordable housing and a job to sustain a family. The poverty rate remains at 25.7%, and 51.9% of renters pay 30% or more of their income in rent.

## TESTING NEW MODELS TO IMPROVE HOUSING SUPPORTS

The HHS Cabinet is better leveraging resources to reduce housing gaps, and redesigning the homeless system to be less punitive, more person-centered and housing focused.

**2017** A shallow rent pilot, Home\$200, was launched to reduce shelter use for people with some income by sharing the cost of rent at a lower subsidy. A new assessment was also implemented to match housing resources based on vulnerability.

**2018** A new prevention screening will prioritize families most likely to come into shelter for help. A Rapid Rehousing for Reunification Pilot will launch to provide resources for families in the child welfare system who need safe housing to reunite.

## EXPANDING CAREER PATHWAYS

In collaboration with other agencies, the HHS Cabinet is reshaping workforce development training to ensure accessibility for people with barriers to employment.

**2017** With support from HHS, a new workforce plan was developed (released in January 2018) to identify clear career tracks, provide additional preparation to ensure success in training programs, and improve job quality for entry-level workers. First Step Staffing, providing temporary jobs to the formerly homeless as a path to permanent employment, launched and will serve 500 people this year.

**2018** The new Office of Workforce Development will lead efforts to grow job and training opportunities for low-income residents. The HHS Cabinet will support this work with pilots to test models and the delivery of wraparound services.



## MOVING FORWARD

Other Key Activities for 2018

- **The Hub of Hope Opens** providing people experiencing homelessness with services and meals in the SEPTA concourse. This one-of-a-kind partnership between a transit agency, the City, and a non-profit provider grew from the Shared Public Spaces collaborative.
- **Reduce Evictions** by implementing changes suggested by the Mayor's Task Force, building on the \$500,000 investment made in 2017 for education and legal aid.

< The Hub of Hope opened in the SEPTA concourse under City Hall.

Strategy	Highlights for 2017	Key Activities for 2018	Key Measures of Success	FY16	FY17	
<b>1</b> Provide supports to prevent evictions and homelessness	Co-located homeless prevention staff at shelter intake to divert people from shelter	Expand rental assistance and services to 130 new at-risk families	Increase the number of households receiving homeless prevention assistance	824	814	<b>WORSE</b>
<b>2</b> Decrease reliance on emergency shelter	Adopted a Coordinated Entry System that matches people to housing based on need; Created 105 new housing slots for the chronically homeless	Redesign the flow of shelters to improve the experience; Expand Housing First by 60 slots for people with opioid addictions	Decrease the average length of stay in emergency and transitional housing, and safe havens	234 days	243 days	<b>WORSE</b>
<b>3</b> Prevent homelessness for DHS-involved families	Developed a plan for earlier intervention for families in the DHS and OHS systems	Launch Rapid Rehousing for Reunification to quickly reunify DHS families where housing is the only delay	Increase the number of DHS-involved families within OHS who receive a housing subsidy	158	164	<b>BETTER</b>
<b>4</b> Help extremely low-income families move into permanent housing	Developed a shallow rent pilot with 30 units, subsidizing a smaller portion of rents	Expand the shallow rent program	Increase the number of people experiencing homelessness placed in permanent or time-limited subsidized housing with supports	1142	970	<b>WORSE</b>
<b>5</b> Expand housing services for young adults, particularly youth aging out of foster care	Developed a plan to improve housing supports for youth aging out of the child welfare system; Released Voices of Youth Count, detailing youth homelessness locally	Launch youth-specific access points, providing friendly spaces for youth experiencing a housing crisis to connect to services	Decrease the number of DHS-involved youth leaving care without permanent residence	270	271	<b>SAME</b>
<b>6</b> Strengthen connections to financial and benefits counseling for at-risk households	Enrolled individuals in Kensington struggling with addiction in public benefits	Launch financial counseling pilot for youth with disabilities seeking employment	Increase the number of clients enrolled in public benefits through BenePhilly	5,029	5,408	<b>BETTER</b>
<b>7</b> Support a citywide workforce agenda that connects low-income workers to opportunities to help them succeed	Supported the release of a workforce development plan; Supported launch of First Step Staffing to temporarily employ formerly homeless individuals	The new Office of Workforce Development will drive workforce development efforts in 2018	Increase the number of individuals with employment barriers engaged by the City in a career pathway	0	840	<b>BETTER</b>

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