Strengthening the Capacity of Service Planning Area 6 Based Partners Providing HIV/AIDS Prevention and Care Services

Carlos A. Vega-Matos, Chief
Provider Support Services Division
Office of AIDS Programs and Policy
Goal

- Determine organizational capacity of SPA 6-based providers to deliver HIV/AIDS prevention and care services
  - Indigenous to the SPA, focus on SPA 6
  - Historical focus on serving African Americans
Methodology

• Interviews with Stakeholders / Key Informants

• A review of Capacity Building Assistance (CBA) in SPA 6
  – Needs assessments
  – Financial Investments

• Review of monitoring reports for prevention, care, and treatment contracts

• Review of other documents such as Auditor Controller’s reports
HIV/AIDS in SPA 6

• As of December 2006, 5,063 PWA in SPA 6
  – 2,134 (42%) were living as of December 2006

• SPA 6 has highest proportion of female (21%) of PWLA
  – 10.9% female PLWA in the County overall
  – In 2005, 25% of SPA 6 residents diagnosed with AIDS were female

• SPA 6 has the highest proportion of Black or African American PLWA in the County

• Among PLWA in SPA 6, 53% were Black or African American and 43% Latino or Hispanic

• MSM contact and MSM/IDU accounted for 59% of HIV transmission in SPA 6. Another 16% reported becoming infected through other sexual contact and 10% reported injection drug use as their mode of exposure. (Source: Los Angeles HIV Prevention Plan 2009-2013).
High-risk Zip Codes*, 2007

Legend
- LACHNA
- HCT
- Both Data Sources
- Service Planning Area

*Defined by 4 risk factors:
1. HIV-positive test result reported
2. Inconsistent condom use
3. Methamphetamine, crack, cocaine, or heroin drug use
4. Sharing injection paraphernalia

AIDS Cases Diagnosed by Health District, 2007

Legend

Health Districts

2007 AIDS Cases

- <5
- 6 - 10
- 11 - 19
- 20 - 33
- 34 - 148

Service Planning Area

Source: Semi-Annual Surveillance Report, 2008, HIV Epidemiology Program
HCT Tests FY 06/07**

SPA 6 Residents* by SPA Testing Sites
N = 5,403

- 2,558 (55%)
- 1,475 (31%)
- 441 (9%)
- 46 (1%)
- 90 (2%)
- 47 (1%)
- 52 (1%)
- 2 (0%)
- Unknown = 692

*SPA 6 Residents who took a test at an OAPP-funded testing site
### Proportion of Ryan White Part A Services by SPA Utilized by Clients Residing in SPA 6, Year 16 (March 06-Feb 07)

<table>
<thead>
<tr>
<th>Part A Service Category</th>
<th>N</th>
<th>SPA 1 %</th>
<th>SPA 2 %</th>
<th>SPA 3 %</th>
<th>SPA 4 %</th>
<th>SPA 5 %</th>
<th>SPA 6 %</th>
<th>SPA 7 %</th>
<th>SPA 8 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ambulatory/ outpatient medical care</td>
<td>2018</td>
<td>0.05%</td>
<td>2.43%</td>
<td>0.64%</td>
<td>41.38%</td>
<td>5.15%</td>
<td>30.82%</td>
<td>5.95%</td>
<td>13.56%</td>
</tr>
<tr>
<td>Case management</td>
<td>911</td>
<td>0.11%</td>
<td>1.87%</td>
<td>0.99%</td>
<td>21.41%</td>
<td>3.73%</td>
<td>27.68%</td>
<td>5.62%</td>
<td>38.20%</td>
</tr>
<tr>
<td>Client advocacy</td>
<td>32</td>
<td>66.75%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>31.25%</td>
<td></td>
</tr>
<tr>
<td>Food bank/ home-delivered meals</td>
<td>491</td>
<td>0.20%</td>
<td>0.41%</td>
<td>0.41%</td>
<td>0.20%</td>
<td>0.20%</td>
<td>0.20%</td>
<td>98.37%</td>
<td></td>
</tr>
<tr>
<td>Home health professional care</td>
<td>64</td>
<td>1.19%</td>
<td>1.19%</td>
<td>48.61%</td>
<td>48.61%</td>
<td>48.61%</td>
<td>48.61%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing and housing related services</td>
<td>257</td>
<td>0.39%</td>
<td>1.56%</td>
<td>46.30%</td>
<td>51.75%</td>
<td>51.75%</td>
<td>95.45%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Legal services</td>
<td>68</td>
<td>1.14%</td>
<td>1.14%</td>
<td>1.14%</td>
<td>1.14%</td>
<td>95.45%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mental health services</td>
<td>536</td>
<td>2.05%</td>
<td>0.93%</td>
<td>40.49%</td>
<td>4.66%</td>
<td>27.61%</td>
<td>6.72%</td>
<td>17.54%</td>
<td></td>
</tr>
<tr>
<td>Nutritional counseling</td>
<td>239</td>
<td>5.44%</td>
<td>1.67%</td>
<td>11.72%</td>
<td>69.87%</td>
<td>7.53%</td>
<td>3.77%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Oral health care</td>
<td>180</td>
<td>0.56%</td>
<td>1.67%</td>
<td></td>
<td></td>
<td>9.44%</td>
<td>85.33%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other services</td>
<td>419</td>
<td>0.24%</td>
<td>0.48%</td>
<td>0.24%</td>
<td>0.24%</td>
<td>0.24%</td>
<td>98.57%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Permanency planning</td>
<td>9</td>
<td>11.11%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>86.69%</td>
</tr>
<tr>
<td>Psychosocial support services</td>
<td>125</td>
<td>0.60%</td>
<td>1.60%</td>
<td>35.20%</td>
<td>46.40%</td>
<td>6.40%</td>
<td>9.60%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Residential or in-home hospice care</td>
<td>89</td>
<td>1.12%</td>
<td></td>
<td>47.19%</td>
<td>42.70%</td>
<td>8.99%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Substance abuse services - outpatient</td>
<td>4</td>
<td></td>
<td></td>
<td>25.00%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>75.00%</td>
</tr>
<tr>
<td>Substance abuse services - residential</td>
<td>55</td>
<td>3.64%</td>
<td>1.82%</td>
<td>27.27%</td>
<td>47.27%</td>
<td>20.00%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transportation services</td>
<td>185</td>
<td>1.08%</td>
<td></td>
<td>22.16%</td>
<td>76.76%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Treatment adherence services</td>
<td>297</td>
<td>0.34%</td>
<td>1.01%</td>
<td>19.53%</td>
<td>13.80%</td>
<td>29.97%</td>
<td>11.45%</td>
<td>23.91%</td>
<td></td>
</tr>
</tbody>
</table>

Data Source: Casewatch Year 16 Data
* Number of clients is not truly unduplicated since a client may access the same service at a different agency.
Key SPA 6 Partners’ Strengths

- First responders
- Valuable members of the community
- Knowledgeable about individuals and communities
- Diversity of perspectives and approaches
- Passionate, committed and innovative
Capacity Building Assistance Investments in SPA 6 By Categories:
FY 1990-200 through FY 2006 - 2007

- Original Development: 57%
- Infrastructure: 30%
- General Operations: 9%
- Communications: 4%
CBA Program in SPA 6

• Total CBA investment in LA County: $8.9 million among 65 CBOs
  – Average investment per SPA $1.1 (12%)

• Total CBA investment in SPA 6 over a 7-year period: $1.8 among 8 CBOs*
  – 20% of total CBA investments

• Range of investment: $26,000 - $1 million +
CBA in SPA 6: FY 2007-2008

- Four SPA 6-based CBOs applied
- Three of the organizations completed a needs assessment, identified needs included: long-term strategic planning; critical need to diversify their funding base to support their general operation costs, particularly true of one of the organizations.
- 2 organizations needed assistance in strengthening their fiscal operations and internal controls.
## Interviews with Stakeholders

<table>
<thead>
<tr>
<th>Agency / Organization</th>
<th>ED / Leadership</th>
<th>Medical / Clinical</th>
<th>Program</th>
<th>OAPP Funded</th>
<th>CBA</th>
<th>SPN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commission on HIV</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prevention Planning Committee</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Women Alive Coalition</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minority AIDS Project</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Palms Residential Care Facility</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Watts Healthcare Foundation</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>T.H.E. Clinic</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>In the Meantime</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Oasis Clinic</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Spectrum</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Critical Areas of Needed Assistance

• Strategic governance and planning

• Financial diversification, stability, and management

• Recruiting, retaining qualified staff

• Clinic / practice management & operations
Other Areas of Need

- Specialty care options – e.g. psychiatry
- Additional EIP and adolescent care sites
- Additional HCT sites
- Robust case finding programs
<table>
<thead>
<tr>
<th>Agency</th>
<th>Contracts</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>AmASSI</td>
<td>3</td>
<td>Capacity Building Assistance (CBA)</td>
</tr>
<tr>
<td>Charles Drew University (Spectrum)</td>
<td>9</td>
<td>Case Management - Psychosocial; Mental Health - Psychotherapy; Peer Support</td>
</tr>
<tr>
<td>FAME (First AME)</td>
<td>2</td>
<td>Health Education / Risk Reduction</td>
</tr>
<tr>
<td>Hubert Humphrey Comprehensive Health Center</td>
<td>3</td>
<td>Early Intervention Project (Bridge Project, Positive Changes)</td>
</tr>
<tr>
<td>In The Meantime</td>
<td>2</td>
<td>Health Education / Risk Reduction</td>
</tr>
<tr>
<td>MLK / Charles Drew (King-Harbor)</td>
<td>6</td>
<td>Early Intervention Project (Bridge Project, Positive Changes) Treatment Education</td>
</tr>
<tr>
<td>MLK / Oasis</td>
<td>6</td>
<td>Medical Outpatient</td>
</tr>
<tr>
<td>Minority AIDS Project</td>
<td>19</td>
<td>Health Education / Risk Reduction; HIV Counseling and Testing; Mental Health – Psychotherapy; Case Management – Psychosocial; Case Management – Transitional; Home-Based Care; CBA</td>
</tr>
<tr>
<td>Palms Residential</td>
<td>17</td>
<td>Community Development / Mobilization Initiative; Faith-Based Initiative; Residential – Adult, Chronically Ill, Substance Abuse; CBA</td>
</tr>
<tr>
<td>Prototypes</td>
<td>2</td>
<td>Health Education / Risk Reduction</td>
</tr>
<tr>
<td>T.H.E. Clinic</td>
<td>5</td>
<td>Health Education / Risk Reduction; Mental Health – Psychiatry</td>
</tr>
<tr>
<td>Watts Healthcare Corporation</td>
<td>19</td>
<td>Health Education / Risk Reduction; HIV Counseling and Testing; Case Management – Psychotherapy; Mental Health – Psychiatry; Residential – Substance Abuse; Medical Outpatient; Service Provider Network</td>
</tr>
<tr>
<td>Women Alive Coalition</td>
<td>16</td>
<td>Health Education / Risk Reduction; HIV Counseling and Testing; Mental Health – Psychotherapy; Peer Support; Treatment Education; CBA</td>
</tr>
</tbody>
</table>
# Review of Monitoring Reports

## SPA 6 Contract / DOS Summary

<table>
<thead>
<tr>
<th>Type of Contracts</th>
<th>Number of Organizations</th>
<th>Number of Contracts</th>
<th>Total Investment</th>
<th>Performance</th>
<th>POCAs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>UP</td>
<td>SP</td>
</tr>
<tr>
<td>Prevention Services</td>
<td>8</td>
<td>21</td>
<td>$4,162,920</td>
<td>42.85%</td>
<td>52.38%</td>
</tr>
<tr>
<td>Clinical Enhancements</td>
<td>6</td>
<td>48</td>
<td>$9,010,336</td>
<td>27.08%</td>
<td>50.00%</td>
</tr>
<tr>
<td>Clinical Services</td>
<td>5</td>
<td>21</td>
<td>$8,347,102</td>
<td>42.85%</td>
<td>38.09%</td>
</tr>
<tr>
<td>Provider Support Services</td>
<td>5</td>
<td>18</td>
<td>$1,640,000</td>
<td>27.77%</td>
<td>50.00%</td>
</tr>
<tr>
<td>(CBA, SPN, CDI)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>13</strong></td>
<td><strong>108</strong></td>
<td><strong>$23,296,620</strong></td>
<td><strong>33.33%</strong></td>
<td><strong>48.14%</strong></td>
</tr>
</tbody>
</table>

**Note:** POCAs stand for Performance Owners, Coordinators, and Advocates.
Review of Monitoring Reports

- OAPP investments in SPA 6 over a 3-year period: $23,296,620
  - A minimum of $21,656,620 through 90 contracts and departmental agreements with SPA 6 based providers for HIV prevention, care and treatment services
  - $350,000 for service coordination
  - $459,000 in capacity building support
  - $750,000 were invested in community development / mobilization efforts.

- 48% and 11% of the 108 contracts and direct service agreements met or exceeded contract expectations, respectively.

- 33.33% of the contracts failed to meet contract expectations.

- POCAs on 61% of the 108 contracts examined for this report.
Review of Monitoring Reports

- Performance varied among service categories

- 43% of the 21 SPA 6-based HIV prevention contracts were reported as under performing

- 43% of 48 contracts and direct service agreements for clinical services (e.g., medical outpatient services, nutrition therapy, etc,) were reported as under performing

- 27% of 21 contracts for clinical enhancement services (e.g., psychosocial case management, residential substance abuse treatment, transportation, home-based care, etc) were reported as under performing

- 28% of 15 contracts for capacity building services (e.g., organizational and fund development, strategic planning, service coordination, etc) were reported as under performing
Areas of underperformance

- Management/operations: governance, strategic planning, fiscal controls/management/stability, management practices, insurance requirements, human resources, timely fiscal and programmatic reporting.

- Programmatic/service delivery: documentation of service/program activities; documentation of client eligibility, assessments, interactions; quality assurance; reaching program/service delivery goals such as numbers of persons served, service hours, and other related units of service.
Preliminary Recommendations
(Under Review)

• Align CBA services with HIV prevention and care priorities and specific programmatic/service delivery and contract monitoring outcomes;

• Establish mandatory contract management training/certification for ALL OAPP contractors, including officers of corporation

• Establish a pool for purchasing shared organizational services such as accounting/ fiscal management/auditing and insurance;

• Make the CBA program available to LAC government-based providers, particularly to provide assistance with grant writing and resource development;

• Implement progressive levels of interventions / accountability

• Study patterns of service utilization by SPA 6 consumers to better target the deployment of resources, services, and capacity assistance within the SPA.
Questions?

Carlos A. Vega-Matos, Chief
Provider Support Services Division
Office of AIDS Programs and Policy
600 South Commonwealth Ave., 10th Floor
Los Angeles, California  90005-4001
Phone: 213-351-8000
Fax: 213-738-6571
E-mail:cvega-matos@ph.lacounty.gov