Grant and Per Diem (GPD) Case Management Grant
Connect & Learn

Thursday, March 5, 2020 at 2pm Eastern/11am Pacific

Visuals: http://va-eerc-ees.adobeconnect.com/gpdbh/
Audio: 1-800-767-1750 Code: 17663#
Logistics for Today

- For best sound quality, we recommend using the call in number in the invite (also at the top of your screen).

- The lines will be muted due to the high number of callers.

- Questions can be submitted using the Chat function.
  - Please try to keep questions related to the topic that we are discussing.

- The call will be recorded. A copy of the powerpoint is in the “Files Pod”.

- We will use polls and other activities to help you engage with us.

- This call is approximately 2 hours with 2 distinct sections.

- It’s a safe space. Judgement-free zone.
Your Facilitators

Adrienne Nash Meléndez
Program Specialist

Janine Griggs, LICSW
Clinical Program Specialist

Coral Baker
Financial Management Specialist
1. Build context and understanding

2. Clarify eligibility, targeting, and services (Part 1)

3. Share expectations for financial management and supervision (Part 2)
Poll #1: How long have you been a case manager with the GPD CM grant?

- A.) 1 month (started in February/March)
- B.) 2 months (started in January)
- C.) 3 months (started in December)
- D.) 4 months or longer (started in October/November)
Poll #2: How long have you been doing case management?

- A.) Less than a year
- B.) 1-3 years
- C.) 3-5 years
- D.) 5-10 years
- E.) More than 10 years
Poll #3: Emoji Style
How do you feel about the program?

• A.) I feel not so great. I don’t feel like I have a general sense of the goals and my job and need more direction.

• B.) I feel meh. I get the goals and have direction; I’m just really stuck with finding Veterans for the program.

• C.) I feel okay. I understand the goals and program; I’m working on enrolling Veterans and have provided case management services to at least 1 Veteran.

• D.) I feel good. I have direction. I have a plan. I’m actively working with Veterans.

• E.) I feel awesome. I have direction, a plan, am working well with community partners, and I am enjoying my work with Veterans.
Framing and Context: Background
GPD Case Management Grant

- Public Law 114-315 required VA to expand its benefits for homeless Veterans by establishing a new grant program. The GPD new case management grant supports housing retention for formerly homeless Veterans and Veterans at risk for homelessness.

- On June 26, 2019, VA adopted the interim rule as final with no changes regarding a program to improve retention of housing by formerly homeless veterans and veterans at risk of becoming homeless. The GPD case management notice of funding availability (NOFA) was published in the Federal Register on March 21, 2019. The grants were open to applications from organizations in all 50 states, the District of Columbia and Puerto Rico.

- On September 5, 2019, VA announced approximately $30 million for 128 GPD case management grant awards to eligible non-profit organizations, state or local governments, or recognized Tribal governments. The grant awards were issued to community organizations that provide Veterans with resources, referrals and services, such as home visits to monitor their tenant responsibilities. This can include help with managing finances, using public transportation, planning meals and more. The grant awards began October 1, 2019 and are for a period of two years (through September 30, 2021). A list of grantees is available at https://www.va.gov/homeless/gpd.asp.
Demographics of Grants

• **128 Grants**
  – Approximately 75 of the 128 (59%) hold other GPD grants
  – 72 of the 128 (56%) have worked with SSVF in some capacity
  – 105 unique organizations

• **168 Case Manager Positions**

• **107 GPD Liaisons Overseeing the 128 Grants**
  – 90 VAMCs
  – All 18 VISNs
Vision and Goals

**Vision**
- Support Veterans and Communities with the Goal of Ending Veteran Homelessness
- Provide a Meaningful, *New* Resource that Focuses on Housing Retention and Support that is data-driven and also has flexibility to meet Veterans at their point of need
- Serve as a Valuable Team Member in Transform Programs and Communities

**Goals**
- Reduce length of time homeless, thus reducing trauma
- Increase housing retention which may lead to increases in income, self-efficacy, and social supports
- Expand the resources available in communities, and align these resources with current and potential needs
- Build a culture of continuous learning across programs, organizations, and communities
**Values:** Learning and Adapting, High-Quality Case Management, Strong Operations, Grants Management, Data Management, and Financial Controls, Customer Service and Understanding, Effective Communication, High-Performing Teamwork (Internal and External), and Strategic Partnerships and Collaboration, Design Thinkers

To be a teacher in the right sense is to be a learner. I am not a teacher, only a fellow student.

- Trust the Process
- Be Proactive
- Be Highly Engaged
- Be Open
- Be Solution-Oriented
- Growth Mindset

Soren Kierkegaard
### Fixed Mindset Vs. Growth Mindset

#### Characteristics of Mindsets

<table>
<thead>
<tr>
<th></th>
<th>Fixed Mindset</th>
<th>Growth Mindset</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Beliefs</strong></td>
<td>My intelligence is a fixed trait.</td>
<td>My intelligence is a malleable quality.</td>
</tr>
<tr>
<td><strong>Goals</strong></td>
<td>I want to look smart.</td>
<td>I want to learn new things.</td>
</tr>
<tr>
<td><strong>Effort</strong></td>
<td>I had to work hard; how embarrassing.</td>
<td>I worked hard; I’m proud of it.</td>
</tr>
<tr>
<td><strong>Failure</strong></td>
<td>It is not my fault.</td>
<td>What can I learn from this?</td>
</tr>
</tbody>
</table>
Implementation Phases: Year 1

**Phase 1:**
Planning, Training, & Beginning
- October, November, & December
  - Months 1-3

**Phase 2:**
Serving & Learning
- January, February, & March
  - Months 4-6

**Phase 3:**
Deeper Dive: Serving & Learning
- April, May, and June
  - Months 7-9

**Phase 4:**
Reflection & Tweaking
- July, August, & September
  - Months 10-12

Quarterly Review Q1
Quarterly Review Q2 & Report to Congress
Quarterly Review Q3
Poll #4: Who is eligible for GPD Case Management?

- A.) Only Veterans Enrolled in GPD or HCHV CRS. I can help them with housing search to find a unit.
- B.) Only Veterans previously enrolled in GPD or HCHV CRS who are now in permanent housing.
- C.) Veterans who are literally homeless but once they have moved into permanent housing, and Veterans who were previously homeless who are now at imminent risk of losing their housing.
- D.) Veterans who are enrolled in SSVF, GPD TIP, or HUD-VASH.
- E.) C and in some limited cases Veterans who may be connected to another VA program
Eligibility, Targeting, and Outreach
Eligibility

• Veteran Status
  – Eligible for GPD; Use SQUARES
  – If you need more help, please work with your GPD Liaison.

• Housing Status
  – Recently homeless (might have been in GPD TH, HCHV CRS, or other literally homeless situation) and has entered permanent housing
  – Previously homeless, in permanent housing, but at imminent risk of losing housing (could have been in housing for awhile)
  – Typically, not involved with another program (VA or Community) that provides housing case management including GPD Transition in Place, SSVF, and HUD-VASH.
    • **Exception 1:** SSVF is providing Temporary Financial Assistance Only (TFA) for security/utility deposit only but not case management
    • **Exception 2:** SSVF is providing TFA for shallow subsidy (22 counties) and once a month check-in only
    • **(CA):** Los Angeles, San Francisco, Alameda, San Diego, Santa Clara, Contra Costa, Kern, Imperial, San Bernardino, Riverside, Orange, Marin, San Mateo, **DC:** King, **HI:** Honolulu, **IL:** Cook, **NY:** New York, Bronx, Queens, Kings, and Richmond)
    • **Exception 3:** HUD-VASH, SSVF, and GPD are involved in a national pilot

• Note: There is **no requirement that a Veteran must be below a certain level of income or AMI.**
Coordinated Efforts to End Veteran Homelessness

Housed

Traditional Prevention

Diversion

Coordinated Entry Systems

Rapid Resolution (Diversion and Rapid Exit)

Entry into Homeless System

Crisis Response:
Street Outreach, Emergency Shelter, Transitional Housing

Rapid Exit

Rapid Re-Housing, PSH, with family and/or friends, Self-Resolve, Other

Other Tools: Shallow Subsidy, Landlord Contingency Funds, Shared Housing, etc.

PH Offer

Housing Retention Support
(Could be through continuation of PSH or RRH or through new service like GPD Case Management Program)

GPD Service Centers

GPD BH, SITH, CT, LD, H2H, SN

GPD TIP

GPD Case Management Grant

Source: Adapted from SSVF Rapid Resolution Position in System Image
## Targeting Considerations

<table>
<thead>
<tr>
<th>Group 1</th>
<th>Recently Homeless GPD/HCHV CRS now in PH</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Recently in GPD or HCHV/CRS (may connect while homeless but not enroll until PH)</td>
</tr>
<tr>
<td></td>
<td>GPD CM does <strong>not</strong> do housing search and placement</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Group 2</th>
<th>Recently Homeless in Community now in PH</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Recently literally homeless in other community emergency shelter or transitional housing</td>
</tr>
<tr>
<td></td>
<td>GPD CM does <strong>not</strong> do housing search and placement</td>
</tr>
</tbody>
</table>

| Group 3 | Previously Homeless and Formerly Enrolled in GPD, HCHV CRS, HUD-VASH, HPACT, or SSVF now at imminent risk of losing housing |

| Group 4 | Previously Homeless not in VA programs and now at imminent risk of losing housing |

**Homeless to Housed**

**Housed, Imminent Risk**

---

**Group 1**

**Group 2**

**Group 3**

**Group 4**
Additional Targeting Considerations: Flexibility AND Strategy

• Where are there gaps within the system? (Ask the CoC, the master list, the VAMC, etc.)
  – Homeless Veterans over-income for SSVF and HUD-VASH
  – Homeless Veterans whose primary need is housing case management and don’t need ongoing financial assistance
  – Homeless Veterans enrolled in SSVF Shallow Subsidy (22 counties only)
  – Veterans at imminent risk (could be in housing for awhile) who are formerly homeless and need housing case management
  – Veterans in SSVF or HUD-VASH who are now over-income (income increased during program) but still need some case management support
  – Formerly homeless Veterans now at imminent risk such as:
    • Previously enrolled in a VA homeless program
      – Within the past 3 months (with ROI, connect with that program first)
      – Enrolled in VA homeless program within past 6-12 months
      – Enrolled in VA homeless program 2-3 years ago
      – Enrolled in VA homeless program 3+ years ago
    • Never enrolled in a VA homeless program but history of past homelessness
Outreach Ideas

• **What is working well for you with outreach?**
  – Type your answers in the Chat. And Go!

• **What is not working well with outreach?**
  – Type your answers in the Chat. And Go!
Outreach Themes

- **Community**
  - Coordinated Entry, By Name List/Mater List/Active List, and Community Case Conferencing
  - Street Outreach Teams
  - Other Non-Profits/Community Providers (Local clinics who might serve Vets not eligible for VA healthcare,
- **VA Focus**
  - GPD and HCHV CRS Providers and VAMC staff
  - HCHV Outreach
  - SSVF grantees who might have Veterans who are not eligible for their program but could benefit from GPD CM
  - CRRCs, Walk-In Clinics, Vet Centers
  - VA hospital: Primary Care, HPACT, etc.
  - Formerly SSVF or HUD-VASH Veterans who are trying to reconnect but are no longer appropriate for those programs but could be appropriate for GPD CM
- **Other Tips**
  - Using weekly meetings (master list, GPD meetings, all GPD CM grantee meetings, HCHV meetings)
  - Warm Hand-Offs/Rapport Building: GPD TH case managers talks with Veteran about grant and coordinated meeting with GPD CM; they talk together and develop rapport so warm hand off occurs
  - Coordinated outreach amongst the GPD CM grantees (if shared geography)
  - Developing simple messaging tools, powerpoint, referral forms, etc.
  - Using an education perspective and asking for help from partners
Case Management Ideas

• **What does housing case management mean to you?**
  – Type your answers in the chat. And Go!

• **What does it look like? What are some characteristics? Some services offered?**
  – Type your answers in the chat. And Go!

• **How often does it occur? Where does it take place?**
  – Type your answers in the chat. And Go!
Case Management Services (More Focus Next Time)

**Homework:** Review the Following Recordings

Tools to Support Housing-Focused Case Management

- **Part 1: Housing First, Stress, and Crisis**

- **Part 2: Identifying Barriers, Strengths-Based Housing Planning, and Tools for Staff**
Technical Assistance

GPD Main Website
https://www.va.gov/homeless/gpd.asp

GPD Provider Website
https://www.va.gov/HOMELESS/GPD_ProviderWebsite.asp

- Regulations
- Link to Provider Website
- Other Federal Partners and Resources

Recommended Steps:
- 1\textsuperscript{st}: Review Application, Grantee Guide, Regulations, NOFA, & Training, Emails, and Recorded Webinars
- 2\textsuperscript{nd}: Connect with your Supervisor
- 3\textsuperscript{rd}: Contact your GPD Liaison (Include FAIN)
- 4\textsuperscript{th}: Contact the GPD Program Office at \texttt{gpdgrants@va.gov} (Include FAIN) & Cc GPD Liaison

Case Management Grant Resources
- Case Management Grantee Guide
- Case Management Quarterly Review Template
- Caseload Tracking Tool Quick Guide
- Caseload Tracking Tool Data Definitions
- Case Management Grantee Q&A Conference Call 12-4-2019
Calendar

March (Month 6)
- Thursday, March 5th at 2pm Eastern/11am Pacific Case Management Grant Call
- Thursday, March 5th Caseload Tracking Tool (February data) due to GPD CM Liaison
- Tuesday, March 10th at 2pm Eastern: National Operational All Grantee Call-Serving Women Veterans
- Tuesday, March 31st End of 2nd Quarter

April (Month 7)
- April TBD by your GPD CM Liaison: 2nd Quarterly Review
- April Caseload Tracking Tool (March Data) due to your CM GPD Liaison Monday, April 6th
- April GPD Case Management Calls
  - Cohort 1: GPD Case Management: New to VA Grantees (Monday, April 6th East Coast: 10am Eastern; West Coast: 2pm Eastern)
  - Cohort 2: GPD Case Management: SSVF and GPD CM (Thursday, April 9th East Coast: 10am Eastern; West Coast: 3pm Eastern)
  - Cohort 3: GPD Case Management: GPD PDO or TIP and GPD CM (Friday, April 10th East Coast: 10am Eastern; West Coast 1pm Eastern)
  - *Targeted invites to be sent directly to grantees.
- Tuesday, April 14th at 2pm Eastern: National Operational All Grantee Call-Financial Education

May (Month 8)
- National Coalition for Homeless Veterans (NCHV)
Part 2: Program Managers and Finance Staff
Logistics for Today

- For best sound quality, we recommend using the call in number in the invite (also at the top of your screen).
- The lines will be muted due to the high number of callers.
- Questions can be submitted using the Chat function.
  - Please try to keep questions related to the topic that we are discussing.
- The call will be recorded. A copy of the powerpoint is in the “Files Pod”.
- We will use polls and other activities to help you engage with us.
- This call is approximately 2 hours with 2 distinct sections.
- It’s a safe space. Judgement-free zone.
Your Facilitators

Adrienne Nash Meléndez  
Program Specialist

Janine Griggs, LICSW  
Clinical Program Specialist

Coral Baker  
Financial Management Specialist
Implementation Phases: Year 1

Phase 1:
Planning, Training, & Beginning

October, November, & December

Phase 2:
Serving & Learning

January, February, & March

Phase 3:
Deeper Dive: Serving & Learning

April, May, and June

Phase 4:
Reflection & Tweaking

July, August, & September

Quarterly Review Q1

Quarterly Review Q2 & Report to Congress

Quarterly Review Q3

We are here.
Roadmap for Today

1. Build context and understanding

2. Clarify eligibility, targeting, and services (Part 1)

3. Share expectations for financial management and supervision (Part 2)
Overall Financial Management Resources

GPD Case Management Grant Guide (See Billing Section)

GPD Case Management Grant Application
Budget Narrative and Question G

GPD Case Management NOFA and Regulations
https://www.va.gov/HOMELESS/GPD_ProviderWebsite.asp

OMB Circulars

Complex or Grantee-Specific Financial Questions: gpdfiscal@va.gov include FAIN and cc GPD Liaison
Finance Management Expectations:

• Grantees must establish procedures for accounting with respect to the grant. You are required to follow all guidelines and laws for receiving federal grants. Not only federal law but also state and local laws may apply. Additionally, audit requirements must be followed as set forth in the Office of Management and Budget (OMB) Circulars (available on our website).

• Grantees must ensure that all operational costs assigned to the grant are allowable and charged in accordance with GPD Program Regulations and the applicable OMB Circulars. Approval of payments does not constitute approval of individual costs charged as part of the payment. If VA subsequently determines through a fiscal review or audit that costs were not charged appropriately, VA may issue a Letter or Indebtedness to collect for the over-billing. Submission of budgets or other information as part of your grant application or through subsequent changes of scope does not constitute approval for charges that violate program regulations or OMB Circulars. Your agency must track costs by each FAIN. In addition, your agency is advised it must meet the requirements of 38 CFR 61.66 Financial Management.

• Supporting documentation must be maintained for all draws done in the HHS Payment Management System.
Draws and Documentation

- Expenses must be incurred; itemized receipts must be included as part as the back up for each draw.
- Draws cannot be done in advance. Grantees cannot float funds. Funds cannot be used to pay for other grants.
  - Ex. Grantee x thinks that they might have $10,000 in expenses over the next quarter so on January 1, they drew $10,000 but did not have any receipts associated with those costs.)

Scenario: Grantee Y is about to make a draw in the amount of $5,000.

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Back Up</th>
</tr>
</thead>
<tbody>
<tr>
<td>$2,500 for Case Manager Salary &amp; Benefits</td>
<td>Timesheets, salary allocation documentation, payroll print out; cm worked 20 hours on grant in 2 week pd</td>
</tr>
<tr>
<td>$1,000 for laptop, portable printer, portable scanner</td>
<td>Receipt from Amazon for laptop with amount pd. Receipt from BestBuy for printer and scanner.</td>
</tr>
<tr>
<td>$1,000 for Rent for Client</td>
<td>Copy of lease, rent check, and invoice from landlord</td>
</tr>
<tr>
<td>$500 for Office Space</td>
<td>No documentation</td>
</tr>
</tbody>
</table>
Allowable Costs Outlined in the GPD CM NOFA

- (a) Providing funding for case management staff (Salary and benefits);
- (b) Providing transportation for the case manager; maximum of $15k over 2-year period per CM position (leasing a vehicle, mileage reimbursement, or public transportation reimbursement for the CM position only)
- (c) Providing cell phones and computers to facilitate home visits and other case management activities associated with the grant; maximum of $4k over a 2-year period for cell phones and computers per CM position
- (d) Providing office furniture for the use of the case management staff.

Applicants who have a current negotiated indirect cost rate agreement with a cognizant federal agency must provide a copy of the agreement with their application if they wish to charge indirect costs to the grant. If an agency does not have this, the de minimis rate (which is 10%) could be requested for indirect costs.

Cannot be Used for the Following:
- Cannot be used to facilitate capital improvements, purchase vehicles, or real property
- Cannot be used provide Temporary Financial Assistance (TFA) for Veterans
- Cannot be used to pay for transportation for Veterans
During the review process, it was determined that some applicants identified unallowable costs as part of their budget narrative. Please note, approval of your grant award does not mean that an agency is approved to utilize the grant for unallowable costs.

<table>
<thead>
<tr>
<th>Allowable Cost Examples</th>
<th>Unallowable Cost Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Case manager(s) salary &amp; fringe benefits</td>
<td>• Salary costs for anyone other than the case manager</td>
</tr>
<tr>
<td>• Travel &amp; Transportation for CM</td>
<td>• Supplies/equipment/office space/general costs for anyone other than the case manager</td>
</tr>
<tr>
<td>(See previous slide)</td>
<td>• Bus tickets for Veterans</td>
</tr>
<tr>
<td>• Cell Phone/Computer for CM</td>
<td>• Monetary Incentives for Veterans (such as gift cards, movie tickets, lunch, etc.)</td>
</tr>
<tr>
<td>(See previous slide)</td>
<td>• Legal services for Veterans</td>
</tr>
<tr>
<td>• Indirect Costs (See previous slide)</td>
<td>• Contracting for additional staff or services beyond the case manager</td>
</tr>
<tr>
<td>• Supplies/Telecommunications-Office</td>
<td>• Rent, Furniture, Car Insurance, Mortgages, Food, Clothing, Move-in Kits, Beds, etc. for Veterans</td>
</tr>
<tr>
<td>furniture, general office supplies,</td>
<td>• Other Temporary Financial Assistance (TFA)</td>
</tr>
<tr>
<td>copier/printer/scanner, landline,</td>
<td></td>
</tr>
<tr>
<td>internet, Wi-Fi</td>
<td></td>
</tr>
<tr>
<td>• Office Space/Utilities for CM</td>
<td></td>
</tr>
<tr>
<td>• Staff Training</td>
<td></td>
</tr>
<tr>
<td>• Staff Recruiting</td>
<td></td>
</tr>
<tr>
<td>• Insurance</td>
<td></td>
</tr>
<tr>
<td>• HMIS</td>
<td></td>
</tr>
</tbody>
</table>
1. Re-read your grant application for the case management grant.
2. Meet with your financial staff.
3. Look at your application with a **financial lens**.
   - Go to the *Budget Narrative* section and review what was submitted.
   - Go to question (g) *In approximately 250 words describe the resources that will be provided to the case manager to facilitate engagement with veterans (e.g. vehicle, cell phone, computer, office space).*

4. Is there anything that is listed in the budget narrative that is not an allowable cost?

5. Are there any costs that your agency has associated with the grant or was planning to bill the grant that are unallowable?

6. Are there costs that are allowable that were not included in the initial budget but they may be needed now that you have implemented the grant?

7. Did the grant experience start up delays that caused funding to be unspent for a period of time? If so, are there allowable costs that the grantee may want to request as additions to the budget? Please note: no additional funds are available beyond the award that was granted effective October 1, 2019.
Budget Modifications

• Grantees should complete the budget review task (previous slide) prior to April 30th.
• It is understood that grantees may need some budget modifications based on what they submitted in their application compared to what is now needed as they implement the grant.
• Grantees should **not** make changes without approval.
• As part of the *Financial Information Survey* process due 4/30, grantees will have an opportunity to request changes. Additional guidance will be forthcoming.
• If a grantee has an urgent need prior to 4/30, they should contact the GPD Program Office at gpdgrants@va.gov, include their FAIN, and cc their GPD Liaison.

  – **Example of an urgent need:** Unable to hire case manager because salary budgeted was $25,000 which is way lower than the industry standard. This is impacting Veteran care as Veterans have not been served under the grant yet. Therefore, a modification is needed to fully implement the grant.
Financial Information Survey Requirement due 4/30

• 2nd Quarter Financial Information Survey due by 4/30
  – Submission via GIFTs; attached to GIFTS account holder
  – Will be available around April 1
  – Questions asked may be enhanced to provide clarity

• Time Period Covered in the Requirement
  – October 1, 2020 through March 31, 2020
  – It is a cumulative report.

• Lessons Learned/Tips
  – *Financial Information Survey*: Cash receipts should match what drew down in HHS
  – *Draw*: Grantees can draw down twice a month; this frequency was designed to match how grantees might pay their staff/process payroll. Grantees can also do less frequently such as monthly draws.
Program Managers and Supervisors: Supervision and Policies & Procedures
Poll #5:
How do you feel about the implementation of the grant so far?

• A.) Not so great. I thought it was just going to be an added service, less of a new program.

• B.) Okay, we have some basic things in place, but it is still really new.

• C.) Good, we have hit some challenges, but we are working through them.

• D.) Awesome. My staff are great. We had a vision and have really taken advantage of the opportunity to design, tweak, adapt and balance serving and learning while also creating infrastructure to support operations.
Poll #6:
How do you see your role as a supervisor with the CM Grant?

A.) I am pretty hands off because my time can’t be billed to the grant.

B.) I provided some initial training, and then the case manager(s) let me know when they need help.

C.) I provided training. I am available when needed, and I have regular supervision with my case manager(s).

D.) I provided comprehensive training after reviewing the materials provided by the Program Office and my liaison. I told my case manager we would be partners in learning together as this is a new program. I am available when needed and also have regular supervision with my case manager(s). They are also involved in helping us to design the program and the infrastructure.
Values: Learning and Adapting, High-Quality Case Management, Strong Operations, Grants Management, Data Management, and Financial Controls, Customer Service and Understanding, Effective Communication, High-Performing Teamwork (Internal and External), and Strategic Partnerships and Collaboration, Design Thinkers.

To be a teacher in the right sense is to be a learner. I am not a teacher, only a fellow student.

Trust the Process

Be Proactive

Be Highly Engaged

Be Solution-Oriented

Be Open

Growth Mindset

Soren Kierkegaard
## Fixed Mindset Vs. Growth Mindset

<table>
<thead>
<tr>
<th>Characteristics of Mindsets</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fixed Mindset</strong></td>
</tr>
<tr>
<td><strong>Beliefs</strong></td>
</tr>
<tr>
<td><strong>Goals</strong></td>
</tr>
<tr>
<td><strong>Effort</strong></td>
</tr>
<tr>
<td><strong>Failure</strong></td>
</tr>
</tbody>
</table>
• Balance between direct service and case management and also operations and administration
• Supervisors should:
  – Understand the grant regulations and guidance and agency policies
  – Train, support, mentor, and coach
  – Provide clear direction and support the development of structure (Policies & Procedures, Forms, Templates, Training)
  – Help with parameters and boundaries (meant to be full-time on grant, ethics situations, etc.)
  – Provide a clear vision for what case management should look like, articulate this with the case manager, and identify areas where they should pull you in immediately (based on skill set, knowledge, and experience)
    • Example: Veteran is at imminent risk and has decompensated over the past 2 days. Things are not going well. This might be where you also connect with your GPD liaison.
  – Manage volume and flow (caseload, acuity, etc.)
  – Help the case manager to work on program implementation strengths and challenges
  – Provide coverage or identify coverage if case manager is out (including Veteran services, data and reporting, etc.)
  – Acknowledge that case managers are meant to be full-time on the grant (unless 2 p/t)
Some Challenges and Some Strengths
Tell Us.

• **What are some strengths that you have seen with the program?**
  – Type your answers. And Go!

• **What are some challenges?**
  – Type your answers. And Go!
Grantees were asked to submit a survey in GIFTs by 1/24. Response Rate: 111 grants of 128 grants (87%).

### Staffing

<table>
<thead>
<tr>
<th>1 FTE Case Manager</th>
<th>2 FTE Case Manager</th>
<th>3 FTE Case Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 88 of 103 (85%)</td>
<td>• 3 of 10 have 2 (30%)</td>
<td>• 3 of 14 have 3 (21%)</td>
</tr>
<tr>
<td></td>
<td>• 6 of 10 have 1 (60%)</td>
<td>• 7 of 14 have 2 (50%)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 12 of 14 have 1 (86%)</td>
</tr>
</tbody>
</table>

**Total Case Managers:** 134 of 167 (80%)

### Financials

- 107 of 128 state that they have incurred expenses (84%). 86 of 128 have made at least 1 draw in HHS PMS (67%)

### Implementation

- 97 of 128 state that they have engaged in some *coordination discussions* (76%)
- 79 of 128 state that they have developed *targeting criteria/targeting plan* (62%)
- 49 of 128 have developed *Policies and Procedures* for the grant (38%)
Program Operations: Staffing, Targeting, Training, & Policies and Procedures

- **Staffing**
  - Our case manager isn’t that busy right now so we have them doing work for some of our other programs.
  - We don’t think we have the right fit in terms of our case manager. They just left for another position. Help!

- **Targeting**
  - We are waiting for VA to send us referrals.

- **Forms**
  - We are kind of winging it because we didn’t have time to develop anything; we felt pressure to serve Veterans asap.

- **Training**
  - We had our new GPD CM case manager do our agency orientation and shadow a staff member for a few hours.

- **Policies and Procedures**
  - We have some agency policies and procedures but nothing specific to this grant.
What are some strengths and some challenges in these 3 buckets that you have identified with your implementation?

<table>
<thead>
<tr>
<th>Grant Administration &amp; Operations</th>
<th>Program Operations</th>
<th>Grantee &amp; Community Coordination</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Grant Management</td>
<td>• Program Operations</td>
<td>• Shared Geography</td>
</tr>
<tr>
<td>• Finance</td>
<td>• Program Implementation</td>
<td>• Community Planning</td>
</tr>
<tr>
<td>• Data &amp; Reporting</td>
<td>• Messaging</td>
<td>• Messaging</td>
</tr>
</tbody>
</table>
Some Key Policies and Procedures

- Eligibility and Targeting
- Outreach and Referrals
- Critical Incidents/Sentinel Events
- Grant Administration
- Data and Reporting
- Communication
- Financial Management
- Grievance
- Discharge
- Supervision
Technical Assistance

**Recommended Steps:**

1. Review Application, Grantee Guide, Regulations, NOFA, & Training, Emails, and Recorded Webinars
2. Connect with your Supervisor
3. Contact your GPD Liaison (Include FAIN)
4. Contact the GPD Program Office at [gpdgrants@va.gov](mailto:gpdgrants@va.gov) (Include FAIN) & Cc GPD Liaison

**GPD Main Website**
https://www.va.gov/homeless/gpd.asp

**GPD Provider Website**
https://www.va.gov/HOMELESS/GPD_ProviderWebsite.asp

- Regulations
- Link to Provider Website
- Other Federal Partners and Resources

**Case Management Grant Resources**
- Case Management Grantee Guide
- Case Management Quarterly Review Template
- Caseload Tracking Tool Quick Guide
- Caseload Tracking Tool Data Definitions
- Case Management Grantee Q&A Conference Call 12-6-2019
Calendar

March (Month 6)
- Thursday, March 5th at 2pm Eastern/11am Pacific Case Management Grant Call
- Thursday, March 5th Caseload Tracking Tool (February data) due to GPD CM Liaison
- Tuesday, March 10th at 2pm Eastern: National Operational All Grantee Call-Serving Women Veterans
- Tuesday, March 31st End of 2nd Quarter

April (Month 7)
- April TBD by your GPD CM Liaison: 2nd Quarterly Review
- April Caseload Tracking Tool (March Data) due to your CM GPD Liaison Monday, April 6th
- April GPD Case Management Calls
  - Cohort 1: GPD Case Management: New to VA Grantees (Monday, April 6th East Coast: 10am Eastern; West Coast: 2pm Eastern)
  - Cohort 2: GPD Case Management: SSVF and GPD CM (Thursday, April 9th East Coast: 10am Eastern; West Coast: 3pm Eastern)
  - Cohort 3: GPD Case Management: GPD PDO or TIP and GPD CM (Friday, April 10th East Coast: 10am Eastern; West Coast 1pm Eastern)
  - *Targeted invites to be sent directly to grantees.
- Tuesday, April 14th at 2pm Eastern: National Operational All Grantee Call-Financial Education

May (Month 8)
- National Coalition for Homeless Veterans (NCHV)