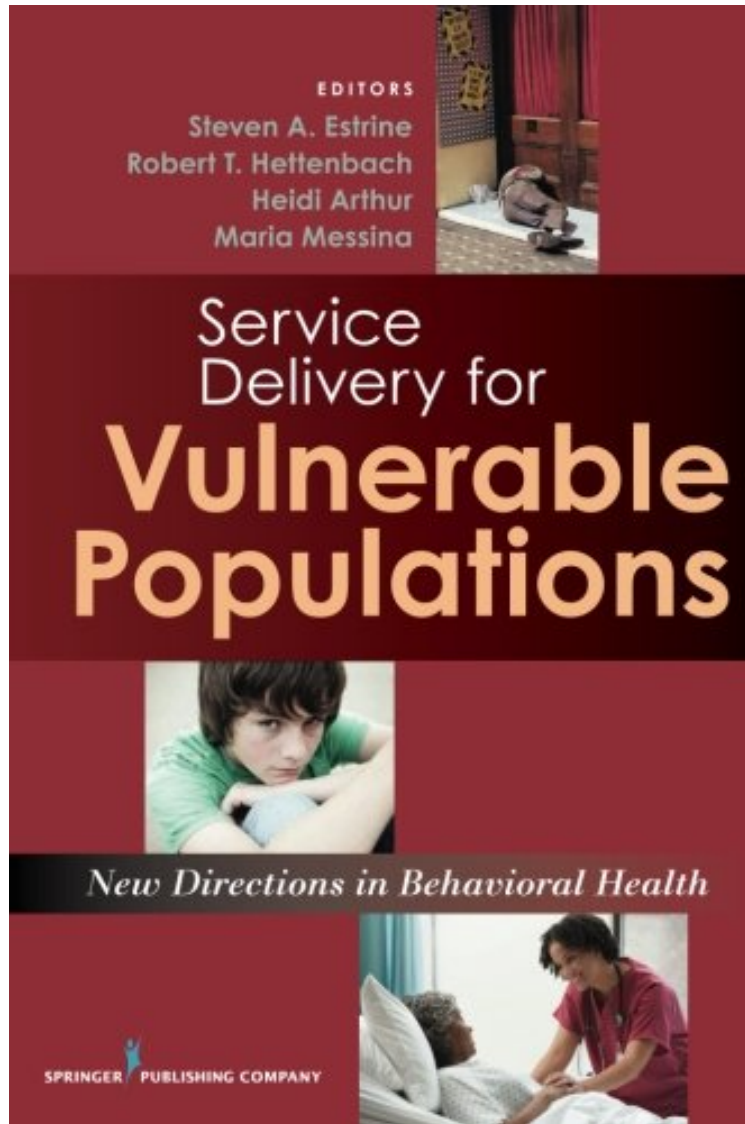


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From the Back Cover""[This book] provides a comprehensive understanding of the opportunities for all of us working with vulnerable populations to develop thoughtful, workable programs. The topics presented are not limited to the severely mentally ill, but it is an encyclopedia of resources and creative options for service to veterans, the homeless, the elderly. This book challenges us to think creatively and develop programs and services for the people in our society who are most often overlooked and forgotten."" Alan E. Siegel, Ed.D.Chief, Mental Health Service, MITAssistant Clinical Professor of Psychology, Department of Psychiatry, Harvard Medical School ""[This book is] the perfect primer for anyone seeking to understand the latest trends in psychiatric care for vulnerable people today."" Ted HoughtonSupportive Housing Network of New York ""It is rare for a single book to discuss innovative practices that affect such a broad array of vulnerable groups, including children and families, older people and people with severe mental illness. Together, these essays allow readers to identify similarities and differences with regard to the needs of these populations, the conditions that may exacerbate their problems, and the adequacy of the programs and services designed to address their needs. It also may help readers identify lessons from innovations targeted at one group that may be helpful in another policy arena."" Michael K. Gusmano, PhDResearch ScholarThe Hastings Center Vulnerable populations typically present with multiple overlapping issues, such as poverty, substance abuse, mental illness, or other health issues that require varying services and treatments. This book provides students and professionals in health care and service delivery with innovative programs and models to address the needs of these vulnerable populations. This essential text offers new approaches to program design, service delivery, evaluation, and funding. Strategies for introducing these innovations-such as cross-system coordination and blended funding-are described in detail, using real, evidence-based programs from around the country as examples. Experts from across program delivery systems, as well as from academia and government, share their practice experience.Key features: Addresses innovative services for children and youth with multiple mental health and/or substance abuse needs Describes health care needs for LGBTQ youth and adults Examines housing issues for persons with psychiatric disabilities, veterans, and older adults Offers innovative program approaches for refugees, older adults, and the disabled Discusses the impact of new media, health literacy, and the consumer/survivor movement on service delivery "About the AuthorSTEVEN A. ESTRINE, Ph.D. President and CEO Steven A. Estrine is the founder and President of SAE Associates. Using his extensive experience as a strategic planner and program developer in the mental health field with a broad range of vulnerable populations, Dr. Estrine leads a team of highly trained professionals in helping agencies that serve the mentally ill, substance abusers, the homeless, and forensic populations. Since receiving his doctorate in clinical psychology from the University of Utah, Dr. Estrine has worked with the New York State Office

of Mental Health Forensic Bureau, New York Presbyterian Hospital, North Shore-Long Island Jewish Health Systems, Cambridge Hospital Department of Psychiatry, and Creedmoor, Bronx, and Kingsboro Psychiatric Centers of the New York State Office of Mental Health. In these positions, Dr. Estrine secured more than \$50 million in funding for numerous nonprofit, government, and research institutes. An avid runner, Dr. Estrine has participated annually in the New York City marathon for 13 years.

ROBERT T. HETTENBACH Chief Development Officer Robert T. Hettenbach has over 36 years of experience in health, mental health, and managed care. As CEO of four medical-surgical and psychiatric hospitals he was responsible for quality, finance, efficiency, and regulatory compliance. He created models for medical leadership, enhanced staff performance through training, empowerment, and accountability, and increased patient safety and satisfaction by creating mechanisms for greater patient and family involvement. Mr. Hettenbach directed New York State's Office of Mental Health's Regional Office in New York City overseeing eight hospitals, approving New York City's plan for mental health services, licensure of all inpatient and outpatient programs, and the distribution of millions of dollars in funding. As Vice President and Chief Operating Officer of Behavioral Health Services at the North Shore LIJ Health System, he created a system-wide strategic plan for behavioral health services and a psychiatric IPA dealing with the quality, contractual, care management, and financial aspects of the network. Throughout his career he has focused on the issues which impact access and delivery of quality care for underserved and ethnically diverse populations.

HEIDI ARTHUR, L.M.S.W. Senior Consultant Heidi Arthur received her master's degree from the Columbia University School of Social Work and is a program developer and grant writer with more than 12 years of experience in human services project design, implementation, and administration. Ms. Arthur has previously held grants management positions for both the New York City Department of Health and the New York State Office of Mental Health, where she had oversight responsibility for the \$40 million children's service component of the post-9/11 Project Liberty program. She has also developed and implemented a community-based outreach program initiative for pregnant and parenting substance abusers and a child welfare training initiative between a private adoption agency and the NYC Administration for Children's Services. As a member of the SAE team since 2005, she has helped providers develop a broad range of child, youth, and family programs addressing trauma treatment, after-school services, school-based mental health, early intervention, universal prekindergarten, housing for youth aging out of foster care, HIV, and substance abuse. Her work in the last two years alone has yielded over \$23 million for programs benefiting children and families.