South Dakota Housing for the Homeless Continuum

Coordinated Entry System (CES) Design Lab
August 8-9, 2017
Objectives

- Learn requirements and best practices of project types and coordinated entry systems (CES)
- Map the current process to access housing, identifying strengths to build upon and challenges to address within current system
- Develop targeting & prioritization policy by housing type (ES, TH, RRH, PSH)
- Develop an initial Implementation Work Plan
Here’s the Plan.

**DAY ONE**
- 9:30am: Homeless Housing Eligibility & Targeting
- 10:10am: Targeting Activity
- 11:30am: Working Lunch – Learning About CES in Houston
- 12:30pm: Let’s Map It Out
- 2:00pm: Break
- 2:15pm: CES Design: Access
- 3:15pm: Wrap Up

**DAY TWO**
- 9:00am: Review Day 1, Prep for Day 2
- 9:30am: CES Design: Access & Assessment
- Noon: Working Lunch
- 12:30pm: CES Design: Assignment (Referral) & Accountability
- 2:40pm: Wrap Up
Ending Homelessness/
Reaching Functional Zero

Functional zero is reached when, at any point in time, the number of people experiencing sheltered and unsheltered homelessness will be no greater than the current monthly housing placement rate for that population.
Ending Homelessness/Reaching Functional Zero

Diagram:

- A: Homeless Veterans ≤ Veteran 6-Month Housing Placement Average
- B: Homeless Veterans > Veteran 6-Month Housing Placement Average

CSH - The Secret for Housing Solutions
Homeless Housing: Targeting and Eligibility
Project Types

- **Permanent Housing (PH)**
  - Permanent Supportive Housing (PSH)
  - Rapid Re-housing (RRH)
- **Transitional Housing (TH)**
- **Emergency Shelter (ES)**
Permanent Housing – Permanent Supportive Housing

- Permanent housing with indefinite leasing or rental assistance paired with supportive services to assist homeless persons with a disability or families with an adult or child member with a disability achieve housing stability.

- Assistance can only be provided to individuals with disabilities and families in which one adult or child has a disability.
Best Practices

- Target chronically homeless households, and those who are most vulnerable with highest service needs *(Notice CPD-14-012: Prioritizing Persons Experiencing Chronic Homelessness in Permanent Supportive Housing and Recordkeeping Requirements for Documenting Chronic Homeless Status)*

- Aligns with Housing First philosophy
Housing First

- Approach to homeless assistance that prioritizes rapid placement and stabilization in permanent housing and does not have service participation requirements or preconditions such as sobriety or a minimum income threshold. Projects provide supportive services and offer on a voluntary basis.

- Remove barriers to entry
- Adopt client-centered service methods
Permanent Housing – Rapid Re-housing

- Emphasizes housing search and relocation services and short- and medium-term rental assistance to move homeless persons and families (with or without a disability) as rapidly as possible into permanent housing.

- Rental assistance is short or medium-term and is limited to no more than 24 months.

- Serve homeless individuals and families coming directly from the streets or emergency shelters, and include persons fleeing domestic violence situations.
Program Components - RRH

Best Practices

- Progressive Engagement – provide only as much assistance as is needed, and continually reassess
- Aligns with Housing First philosophy
Program Components – TH

Transitional Housing

- Designed to provide homeless individuals and families with the interim stability and support to successfully move to and maintain permanent housing.
- Transitional housing may be used to cover the costs of up to 24 months of housing with accompanying supportive services.
- Recent research shows that transitional housing is generally more expensive and achieves similar or worse outcomes than other housing models serving similar populations. Look at cost-effectiveness, performance, and/or the number and type of eligibility criteria.
Best Practices

- Target subpopulations: people experiencing domestic violence, youth and young adults, and people in recovery from addiction
- Short lengths of stay focused on specialized service needs and connected to permanent housing
Emergency Shelter

- Crisis response for people in need of basic shelter, with services focused primarily on obtaining permanent housing
- No CoC funding available; ESG funding available
Emergency Shelter (ES)

**Best Practices**

- No barriers (beyond safety); Aligns with Housing First philosophy
- Short lengths of stay while being connected to permanent housing
- Services are hyper-focused on permanent housing from day one
- Diversion and honoring self-resolvers
Homelessness Management Information System (HMIS)

- Database for homeless housing and service providers that collects individual, project, and system level data that helps track a person’s journey through the homeless system and provide system level data to assist with planning and decision-making.
- System Performance Measures
Definition Refresher
Overview of Homeless Definition

- **Category 1: Literally Homeless**
- **Category 2: Imminent Risk of Homelessness**
- **Category 3: Homeless Under other Federal Statutes**
- **Category 4: Fleeing/Attempting to Flee Domestic Violence**
Literally Homeless

- An individual or family who lacks a fixed, regular, and adequate nighttime residence, meaning:
- Sleeping in a place not designed for or ordinarily used as a regular sleeping accommodation, including
  - car
  - park
  - abandoned building
  - bus or train station
  - airport
  - camping ground
• **Living in a shelter designated to provide temporary living arrangements, including**
  - Congregate shelters
  - Transitional housing
  - Safe havens
  - Hotels and motels paid for by charitable organizations or federal/state/local government programs

• **Exiting an institution (e.g., jail, hospital)**
  - where they resided for 90 days or less
  - were residing in emergency shelter or place not meant for human habitation immediately before entering institution
Imminent Risk

- Individuals/families who will imminently lose their primary nighttime residence within 14 days
- Have no subsequent residence identified
- Lack the resources or support networks needed to obtain other permanent housing

*Primary nighttime residences include:
  - Housing the individual/family owns
  - Housing the individual/family rents
  - Housing the individual/family shares with others without paying rent
  - Rooms in hotels/motels that are paid for by the individual/family seeking assistance
Individuals/families fleeing or attempting to flee domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions related to violence, who

- have no identified subsequent residence

AND

- lack the resources and support networks needed to obtain other permanent housing
Chronic Homelessness (CH) definition

- Provides a way to prioritize people with longest histories of homelessness and most severe needs

- Seeks to ensure that persons with highest needs are prioritized for permanent supportive housing
Who is Chronically Homeless?

- A “homeless individual with a disability,” as defined in the Act, who: Lives in a place not meant for human habitation, a safe haven, or in an emergency shelter; and
  - Has been homeless continuously for at least 12 months or on at least 4 separate occasions in the last 3 years where the combined occasions must total at least 12 months
    - Occasions separated by a break of at least seven nights
    - Stays in institution of fewer than 90 days do not constitute a break
Who is Chronically Homeless?

- An individual who has been residing in an institutional care facility for fewer than 90 days and met all of the criteria in paragraph (1) of this definition, before entering that facility; or

- A family with an adult head of household (or if there is no adult in the family, a minor head of household) who meets all of the criteria in paragraphs (1) or (2) of this definition, including a family whose composition has fluctuated while the head of household has been homeless.
What Changed?

- Four occasions must total 12 months
- Replaced “disabling condition” with “homeless individual with a disability”
- Occasion is defined by a break of at least seven nights not residing in an emergency shelter, safe haven, or residing in a place meant for human habitation (e.g., staying with a friend, in a hotel/motel paid for by program participant)
- Stays in institution of fewer than 90 days do not constitute as a break and count toward total time homeless
- New Recordkeeping Requirements under CoC Program
What Does It Mean?

- A community must execute due diligence to identify and engage all persons experiencing chronic homelessness
  - To the extent that there are no persons meeting this definition, prioritize other eligible and high need populations—do not hold beds vacant Notice CPD-14-012

- Some people that were previously considered chronically homeless will no longer meet definition while some that did not previously meet definition will now meet it

- Clarification on chronically homeless status in transitional housing and rapid re-housing
Targeting Activity
Working Lunch: CES in Houston
Coordinated Access

*Implementation in Houston*
## Houston is Leading the Nation

### January 2011-January 2016

<table>
<thead>
<tr>
<th></th>
<th>Veterans</th>
<th>Chronic</th>
<th>Downtown</th>
<th>Midtown</th>
<th>Overall</th>
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<td>4,318</td>
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<td><strong>Percentages</strong></td>
<td>99%</td>
<td>70%</td>
<td>60%</td>
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[CSH: The Source for Housing Solutions]
We Needed to Do a Better Job of...

Orienting our System Toward Housing & Housing Stabilization

✓ Matching resources with needs
✓ Removing barriers that keep people from getting the housing and services they need
✓ Coordinating and simplifying access
✓ Using data to drive decision-making and promote quality
✓ Building capacity
✓ Enhancing collaboration among funders
Coordinated Access is...
Access to Housing in the Past

- Street Outreach
- Drop-In Centers
- Meal Programs
- Healthcare & MH Providers
- Faith-Based Programs and Ministries
- 211 United Way
- The VA
- Criminal Justice System

DV/Sexual Assault Crisis Centers and Shelters

Emergency Shelter

Transitional Housing

Permanent Supportive Housing

Safe Havens

Affordable/Fair Market Housing
Access to Housing Through Coordinated Access

- Targeted Hubs
- HC Jail
- Hospital
- VA
- Outreach Teams
- Call In Center

Housing and Income Assessment -> Housing and Income Program Matching -> Housing and Income Program Referral -> Housing and Income Navigation
### The Match

This image illustrates a software interface for housing program eligibility and capacity. The interface allows users to view and filter programs based on eligibility criteria. The main sections include:

- **Waitlist**
- **Eligibility**
- **Program Details**
- **Unit Availability**

#### Program Details

- **A Helping Place**
  - Eligibility Result: Passed
  - Contact Phone: N/A
  - Facility Availability: 7 of 10 Bed(s) Available

- **A1 Family Housing (PSH for Families)**
  - Eligibility Result: Fail
  - Contact Phone: N/A
  - Unit Availability: 29 of 29 Unit(s) Available

- **AF - Project T.E.X.T.M.S.G. (Program Eligibility Requirement)**
  - Eligibility Result: Not enough data
  - Contact Phone: 713-623-6765
  - Unit Availability: 12 of 18 Bed(s) Available

- **Harmony House Permanent (PSH for Singles)**
  - Eligibility Result: Passed
  - Contact Phone: N/A
  - Unit Availability: 27 of 27 Bed(s) Available

All programs available for enrollment are listed below. By default, only programs that have eligibility criteria are displayed. The selected client is evaluated against the eligibility criteria for each program, and a result for each is displayed below.
### The Waitlist

Below are the referrals or facilities for which the client has been put on a waiting list. When you record a wait here, the provider to whom you want to make the referral will be able to access the list from the **Wait List** in the **Provider Management** area.

#### Status:
- New
- Reviewed
- Placed
- Turned Away

<table>
<thead>
<tr>
<th>Name</th>
<th>Date Placed on List</th>
<th>VI Score</th>
<th>Housing/Provider</th>
<th>New Field</th>
<th>Housing ID</th>
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<td>Knowles-Temenos Place</td>
<td>224</td>
<td></td>
</tr>
<tr>
<td></td>
<td>02/20/2015</td>
<td>4</td>
<td>AFH - First Responders</td>
<td>129</td>
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<tr>
<td></td>
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<td>01/30/2015</td>
<td>3</td>
<td>SEARCH - NH Brays</td>
<td>334</td>
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Governance

- CA Implementation Project Manager
  - CA Program Manager
    - CA Workgroup
    - Permanent Supportive Housing Workgroup
    - Rapid Re-Housing Workgroup
    - CA Transition Team
    - Special Population Workgroups
Phased Roll Out-Example

- **Phase I- 1/6/14-4/1/14**
  - Final decision on assessment tools
  - Build out the basic CA workflow in HMIS
  - Get 2 CA locations staffed and functioning
  - House 25 individuals and 5 families

- **Phase II- 4/1/14-7/1/14**
  - Continue HMIS build out, resolve Phase I issues, build out waitlist, and identify performance needs for HMIS
  - Get 1 more CA location staffed and functioning, begin testing CA Call Center, and add 1 Mobile Outreach CA Assessor
  - House 75 households

- **Phase III- 7/1/14-11/1/14**
  - Continue HMIS build out, resolve Phase II issues, incorporate performance measures and reporting abilities
  - House 100 households
  - Clear existing provider waitlists
  - Close the side doors
**Things to Consider**

- **Workgroups meet when there is WORK!**
- Clear existing waitlists
- Special population groups can be challenging, start ASAP
  - **ROI's**
  - Define your special populations - HMIS or other data systems
- Electronic build outs take longer than expected
- Youth opens the door to adding non-homeless housing into HMIS
  - Just pick an assessment tool and go, it evolves until it makes sense!
  - As long as you are housing people you aren't making anymore mistakes than you were before
- The shift in THINKING is much more challenging than the shift in OPERATIONS
  - Community Data, not Agency Data
  - Repurposed CA staff are not "helping out" a new system, they are the new system
  - A Good Fit, not Eligibility
  - There is a housing option for everyone
  - The clock starts the day CA staff say, "Hello, nice to meet you"!
- This is not a pilot or a demonstration project, this is our HOMELESS RESPONSE SYSTEM

### Coordinated Access Assessment Tools

1. **Singles Housing Triage Tool**
   - a) PSH- VI
   - b) RRH- Next Step Assessment

2. **Family Housing Triage Tool**
   - a) Determines intervention and prioritization

3. **Young Adult Triage Tool**
   - a) Determines intervention and prioritization

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**CSH**

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**TAY Triage Tool**

- Adjusted the tool
- Implemented the tool with caveats
- Everyone gets housed, but with prioritization
- And then we watch it and adjust
Why does CA matter so much?

- Clear points of access for homeless individuals
- Standardized assessment
  - Housing match accuracy
- Standardized/coordinated referral process
- Real-time knowledge of housing availability
- Strategically targeting resources efficiently and accurately in order to maximize the use of scarce resources
- Remain more nimble than prioritization or targeting policies
- More accountability and accurate matching = more confidence in investing in development
- Ability to track collective impact

WE CAN’T END IT WITHOUT IT!
Questions

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408-582-2342
Let’s Map It Out
Appreciations

WHOS AWESOME?
YOU'RE AWESOME

Thank You!
Grazie!
Merci!
Danke!
Obrigado!
Gracias!
Mio Kudo Xwe!
Спасибо!
South Dakota Housing for the Homeless Continuum

Coordinated Entry System (CES) Design Lab
Day Two: August 9, 2017
## 4 A’s of CES

<table>
<thead>
<tr>
<th>ACCESS</th>
<th>ASSESS</th>
<th>ASSIGN</th>
<th>ACCOUNTABILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Coordinated Outreach</td>
<td>• Diversion</td>
<td>• Inventory of Open Units</td>
<td>• Outcome Tracking</td>
</tr>
<tr>
<td>• Access Points/Front Doors</td>
<td>• Common Assessment Tool</td>
<td>• Prioritization Policy</td>
<td>• Lead Entity</td>
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<tr>
<td></td>
<td>• By-Name List (BNL)</td>
<td>• Referral Process</td>
<td>• Reporting/ Monitoring</td>
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<tr>
<td></td>
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<td>• Case Conferencing</td>
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Fix this slide
Welcome!

- Introductions
- Challenge
Objectives

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DAY TWO

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- **11:15am**: CES Design: Assignment-Prioritization
- **Noon**: Working Lunch

- **12:45pm**: CES Design: Assignment-Case Conferencing & Accountability
- **2:40pm**: Wrap Up
Review Day One

- **Targeting and Eligibility**
  - Settled on population/targets for all intervention types

- **Mapping the current system**
  - The mystery timeline is in where people are before VI-SPDAT
  - We need to standardize the process of when people are assessed at identified locations
  - We need standardized documentation collection processes
  - We need a coordinated landlord engagement plan
  - Placement team meeting/conversation already exists
  - All populations are covered for potential points of entry
Refresher: What is CES?

A centralized or coordinated process designed to coordinate program **participant intake, assessment, and provision of referrals**.

**GOALS:**

- Reduce the burden on people in a housing crisis
- Identify the most appropriate housing resource to facilitate a rapid and permanent exit from homelessness
- Prioritize the most vulnerable households for housing
- Collect system-wide data to inform necessary shifts in resources, identify gaps, etc.
Discussion:

- Local CES Model & Front Doors
  - Single Adults, YYA, Vets, Families
  - DV?
Assessment Decision Tree
CES Design: Assessment

Singles:

Families:

Youth:

DV:
Where does diversion fit in?

Target: Households who come to the front door of your homeless system and request shelter **tonight**

- *Not prevention, which occurs when a household is imminently at risk (within 14 days) of losing housing*
- Explore all other housing options, even temporary, with the support of a trained Diversion Specialist
- Communities are experiencing diversion success rates between 30-50% for families and 30% for single adults
- Safety is a priority
Develop Prioritization Tool – Do we do this
Working Lunch
CES Design: Assignment

Case Conferencing/Matching

Placement Team Meeting (Bi-weekly meeting, 30 min)
Review openings and eligibility criteria
Review vet list and do real time updates
Match where possible

Interim CES Case Conferencing
Frequency
Develop standard agenda
Who attends

CES Case Conferencing Agenda (Weekly, 1 hr.)
Review CES Performance Dashboards
Trouble shooting complex situations
Hot List/Assign Navigators
How do you know if it’s working?
CES Design: Implementation Infrastructure
Appreciations

WHOS AWESOME?
YOU'RE AWESOME

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