20,000 Homes Campaign Overview

COMMUNITY SOLUTIONS

What is the 20,000 Homes Campaign?

- A national movement of communities to permanently house 20,000 of Canada's most vulnerable homeless people by July 1, 2018
- A grassroots, non-partisan advocacy effort to build public support for ending homelessness and political support for renewed federal and provincial investment in housing and support services
- Inspired by the successful 100,000 Homes Campaign in the United States, but adapted to work in a Canadian context

20,000 HOMES

20,000 Homes Campaign Elements

1. Knowing every person experiencing homelessness by name

2. Implementing Housing First in a way that makes sense for each community

3. Using data to track progress and to make decisions to improve a community's homeless programs and the system as a whole

4. Improving housing placement rates and working toward building a coordinated local homelessness system of care focused on ending homelessness

5. Learning from other communities across Canada

6. Providing a united voice at a national and provincial level to secure the housing and resource necessary to end homelessness in Canada

20,000 HOMES

An Update on the 20,000 Homes Campaign

The 20,000 Homes Campaign 6 month objectives:

1. Communities will Permanently House 6,000 Canadians Experiencing Homelessness
    a. As of October 26th, **4,233** Canadians have been housed to date - we are more than ⅔ the way there!
2. 20 Communities will Conduct Registry Weeks
    a. 16 Registry Weeks completed
    b. Regina and Northumberland County are preparing for Registry Weeks before the end of 2016

20,000 HOMES

An Update on the 20,000 Homes Campaign (Cont'd)

3. **Housing Placement Feedback Reports** have been sent to communities that have reported 3 consecutive months of data
4. **By Name List Pilot**
    a. Rolling out By-Name List work to more communities in January
        i. Interested in joining us? Please email Hannah Kim (HKim@cmtysolutions.org) to indicate your interest
        ii. In order to join, **your community must have reported at least 3 consecutive months of housing placement data, including the most recent month, to the Campaign Team**
            1. This can include backlogged data

20,000 HOMES

A TALE OF TWO
TWO CITIES

St. John's, NL & Red Deer, AB

END HOMELESSNESS ST. JOHN'S

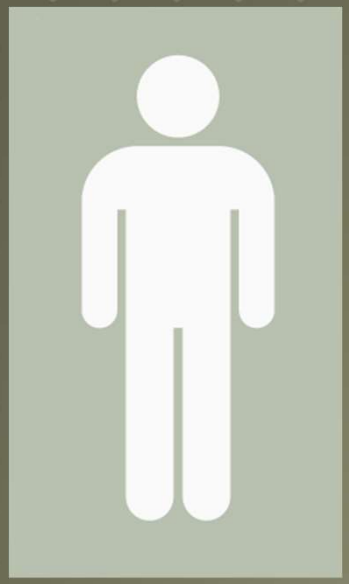
THE CITY OF Red Deer

ST JOHNS, NL

- Population: 197,000 CMA (106,000 City), provincial capital & province's largest city
- Key Industries: Public services, oil & gas, retail, service & business sectors
- Location: Avalon peninsula, most easterly city in North America
- Homeless Population: Over-representation of youth (16-24), 30% of shelter population

RED DEER, ALBERTA

- Population: 100,000 Third largest city in Alberta
- Key Industries: Manufacturing, Value added Agriculture, Health Care, Oil & Gas Extraction, Transportation & Logistics
- Location: between Calgary and Edmonton, nearby reservations
- Homeless Population: over representation of Aboriginal population



- **728** individuals were housed or received continued support in their housing from the previous year since 2009

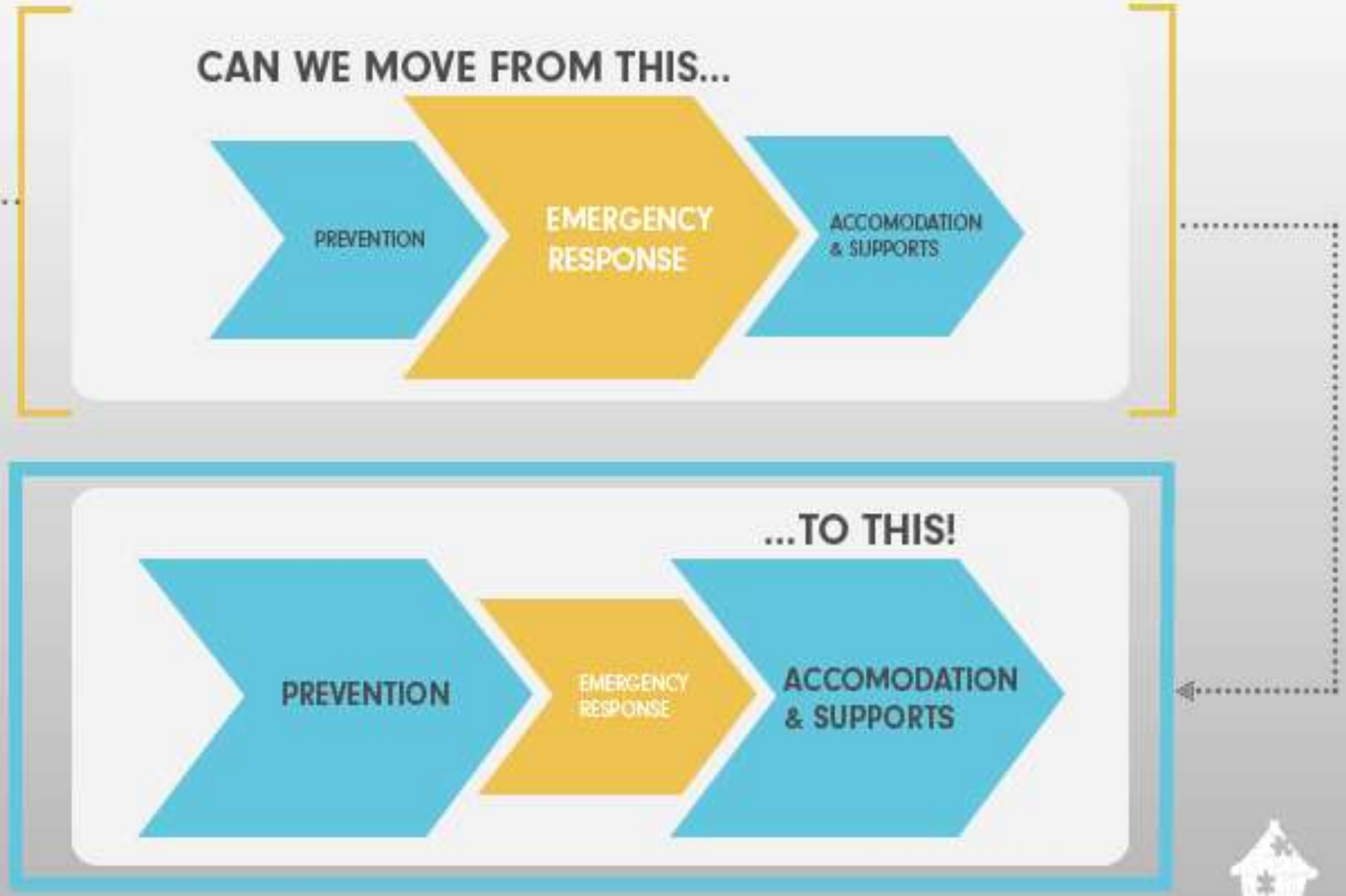
- **78 %** retention rate since 2009

WHAT IS SYSTEM PLANNING?

- Many Names

- "System Framework"
- "System of Care"
- "System Coordination Framework"

STRATEGIES FOR ENDING HOMELESSNESS



WHAT IS SYSTEM PLANNING?

- System planning requires a way of thinking that recognizes the basic **components of a particular system and understands how these relate to one another, as well as their basic function as part of the whole.** Processes that ensure alignment across the system are integral to ensure components work together for maximum impact. (Turner, 2014)

- System planning requires a **reorganization of the service-delivery landscape** using the principles of Housing First, tying together the activities of diverse stakeholders across diverse systems towards the shared goal of reducing and preventing homelessness.
(Gaetz, 2010; Turner, 2014)

SHIFT TO A SYSTEMS APPROACH

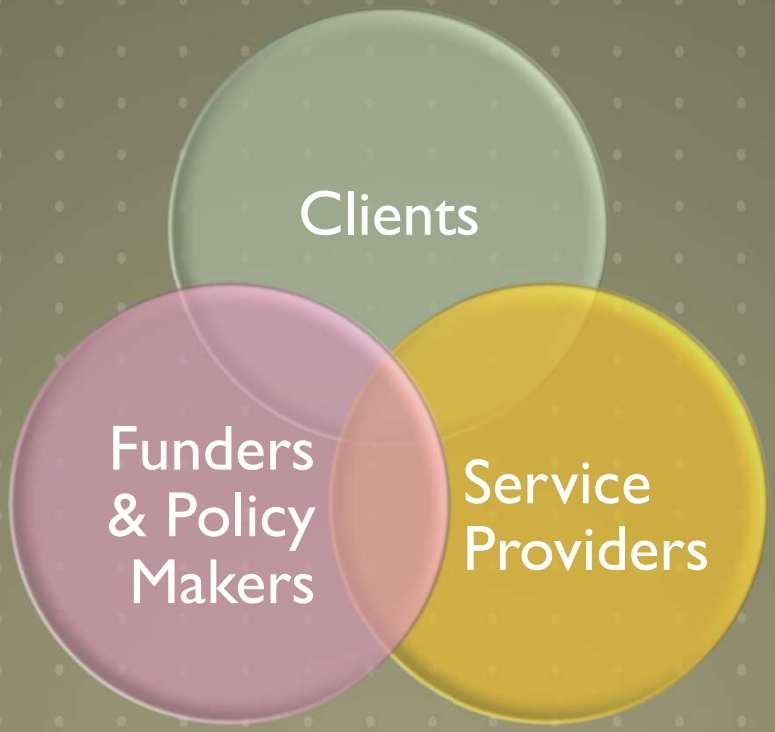
Questions many programs ask now:

"Should we accept this individual/family into our housing program?

Questions systems should be asking:

"Of the options available, which housing and service option is best for each individual/family?

WHO IS SYSTEM PLANNING FOR?



ESSENTIAL ELEMENTS

- **Planning and Strategy Development** – follows a systems approach grounded in the Housing First philosophy.
- **Organizational Infrastructure** – is in place to implement the homelessness plan/strategy and co-ordinate the homeless-serving system to meet common goals.
- **System Mapping** – make sense of existing services and create order moving forward.
- **Co-ordinated Service Delivery** – facilitate access and flow-through for best client and system-level outcomes.

ESSENTIAL ELEMENTS

- **Integrated Information Management** – aligns data collection, reporting, intake, assessment, referrals to enable coordinated service delivery.
- **Performance Management and Quality Assurance** – program and system levels are aligned and monitored along common standards to achieve best outcomes.
- **Systems Integration** – mechanisms between the homeless-serving system and other key public systems and services, including justice, child intervention, health, immigration/settlement, domestic violence and poverty reduction.

KEY COMPONENTS OF A SYSTEM

Prevention	Outreach	Emergency Shelter
Transitional Housing	Rapid Rehousing	Intensive Case Management
Permanent Supportive Housing	Affordable Housing	Other Support Systems

DEFINING THE POPULATION & SERVICE NEEDS

TYPOLOGY:

1) **Unsheltered** – absolutely homeless and living on the streets or in places not intended for human habitation;
2) **Emergency Sheltered** – those staying in overnight shelters for people who are homeless, as well as shelters for those impacted by family violence;
3) **Provisionally Accommodated** – those whose accommodation is temporary or lacks security of tenure to return to; such as people in penal institutions, medical/mental health institutions, residential treatment programs or withdrawal management centers, children's institutions/group homes.
4) **At Risk of Homelessness** – people who are not homeless, but whose current economic and/or housing situation is precarious or does not meet public health and safety standards.

A TALE OF TWO
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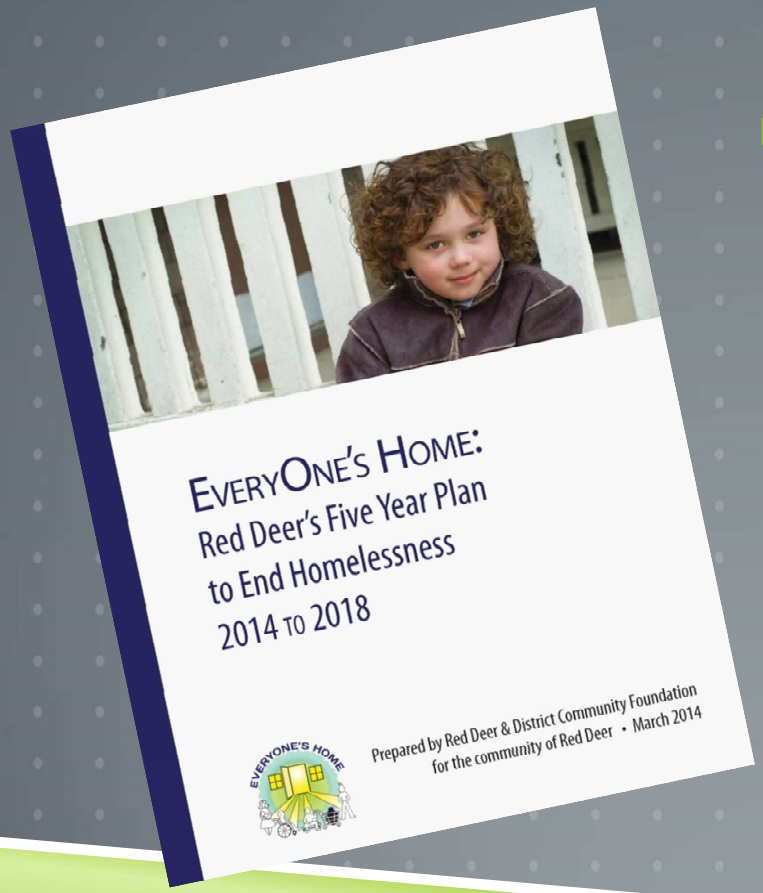
END HOMELESSNESS ST. JOHN'S

THE CITY OF Red Deer

CONTEXT FOR SYSTEM FRAMEWORK



- The System Framework builds on the *EveryOne's Home: Red Deer's Five Year Plan to End Homelessness: 2014-2018* which advocated for the creation of a system framework.

OBJECTIVES UNDER GOAL #3 AND GOAL #4

- **3.3** Leverage community partnerships to develop an effective and efficient coordinated system of care to prevent and mitigate homelessness and to re-house individuals who are recently homeless.

- **4.2** Leverage community partnerships to develop an effective and efficient coordinated system of care that appropriately houses chronically and episodically homeless individuals and provides them with the support services they require.

THE 10 YEAR PLAN STATES…

"…we will be successful in ending homelessness in Red Deer when we have a system of care that can effectively and efficiently:

- Prevent/divert vulnerable individuals from becoming homeless, or
- Ensure those who are homeless have permanent appropriate housing and the supports they require within 28 days of presenting for services within the system."

PROCESS OF SYSTEM REVIEW

THREE PRONGED APPROACH

1. System Mapping

2. Research, Secondary Analysis and Literature Review

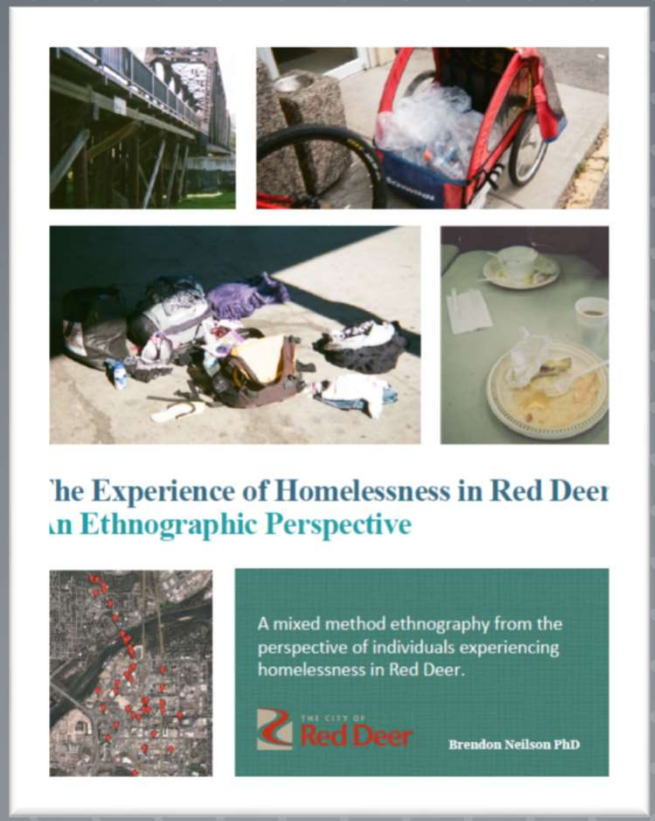
3. Community Consultation

SYSTEM MAPPING

- Identified clients' touch points within our current homeless system and interaction with other public systems
- We mapped the client's journey through the system

- Dug deep into the current data
  - Shelter use patterns- cluster analysis, average number of days (8)
  - Prevalence rate of homelessness (0.8%)
  - Looked at what was working well and what was not

RESEARCH, SECONDARY ANALYSIS & LITERATURE REVIEW



COMMUNITY CONSULTATION

- **Stakeholder Group Discussions**
  - Housing and support providers, emergency shelter providers, funders
  - Aboriginal Community
  - People with lived experience of homelessness
  - Systems- Disability Services, Child & Family Services, Alberta Works, Office of the Public Guardian, Mental Health & Addictions

Community Planning Forum, May 2014

Housing First:
Homelessness strategy headed in a new direction:

The Telegram, May 28, 2014

END HOMELESSNESS ST. JOHN'S

PRIORITIES IN DETAIL:

1. System Coordination

- Organize the homeless-serving system.
- Implement coordinated access & assessment.
- Develop discharge planning measures.

2. Information & Research

- Implement an integrated information system.
- Build partnerships with the research community.

3. Housing & Supports

- Support measures to increase housing affordability & reduce homelessness risk.
- Introduce & ramp up a range of Housing First programs.
- Tailor supports to meet the needs of diverse groups.
- Support the enhancement of service quality & impact.

4. Leadership, Resources & Engagement

- Develop the infrastructure necessary to implement the Plan.
- Coordinate funding to maximize impact.
- Champion an end to homelessness.

PROGRESS TIMELINE

2014	• Establish a solid foundation
2015	• Housing First ramp-up to end chronic & episodic homelessness
2016	• Moving upstream: Homelessness prevention & rapid re-housing
2017	• Maintain focus
2018	• Focus on sustainability

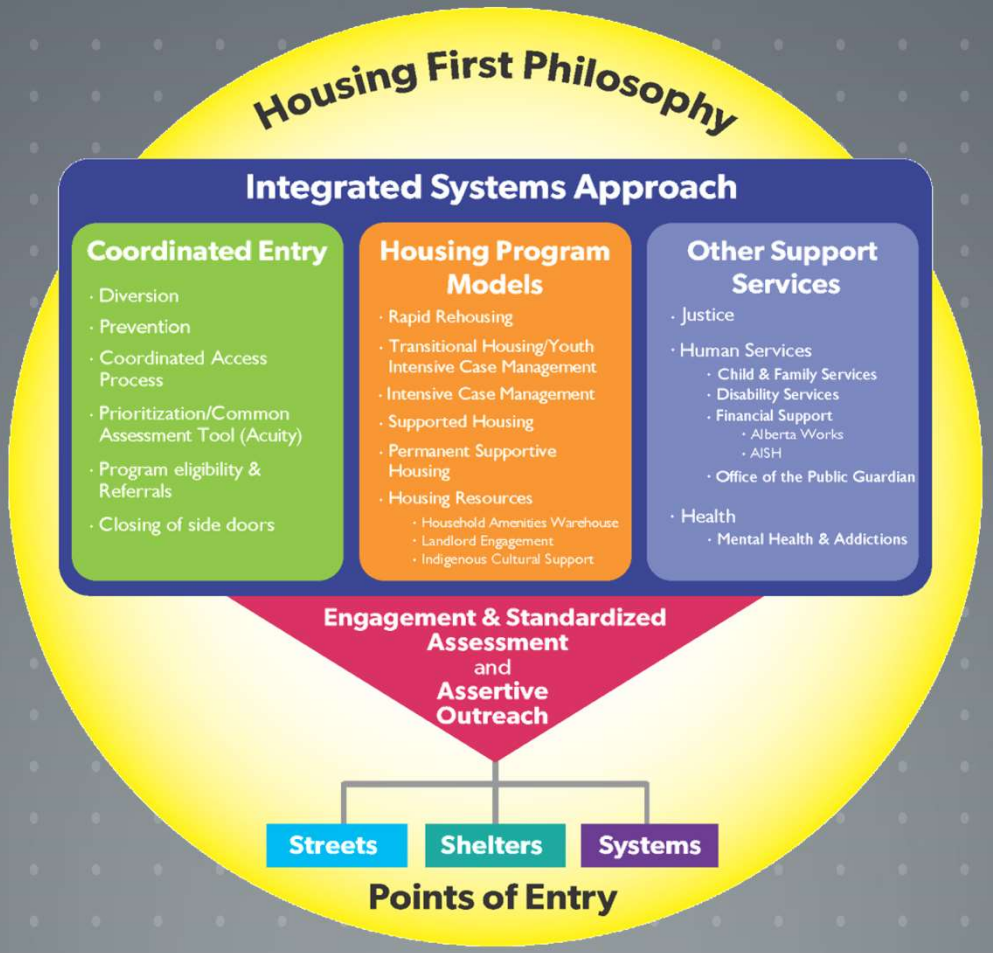
2014-2019 ST. JOHN'S COMMUNITY PLAN OUTCOMES

1. **End** chronic and episodic homelessness.
2. **Re-house and support** 528 homeless persons (a minimum of 160 will be chronically or episodically homeless), and prevent homelessness for those at risk.
3. **Reduce the average length of stay** in emergency shelters to 7 days.
4. **Develop a coordinated** homeless-serving system.
5. **Enhance the integration** of public systems to reduce discharging into homelessness.
6. **Align resources and funding** across diverse sectors to support the St. John's Plan to End Homelessness.

ST. JOHN'S SYSTEM FRAMEWORK

- In 2015 we engaged Dr. Alina Turner - supported by a local coordinator recruited from the community - to work with our Board's Housing First System Coordination Framework Advisory Team to develop the Framework through a best practices review & stakeholder engagement (COH assisted our PiT Count).
- In May 2016 – following a Provincial Housing First Forum and a Framework Design Review Session with stakeholders – our Board approved the resulting Framework and a supporting 2016-2019 investment plan for its implementation.
- In October 2016 we recruited a System Planner & Performance Management Planner to work with the community, people with lived experience & public systems to implement the Framework.
- The 3-year, $1.83 million slate of Framework activities is 70% funded so far (with the 2016 starting year fully funded), thanks to contributions from HPS, the Government of NL, the City of St. John's & the United Way NL.

HOUSING FIRST APPROACH



THE CITY OF Red Deer

STRATEGIC PRIORITY DIRECTIONS

Priority 1

- House 115 of the longest term shelter stayers (13.6%) by the end of 2018. This would reduce the average length of stay in shelter by 100% (from 8 to 4 days).

Priority 2

- House 43 rough sleepers who are not connected to shelter, eliminating street homelessness.

PRIORITY 1 & 2
will eliminate chronic and episodic homelessness by 2018

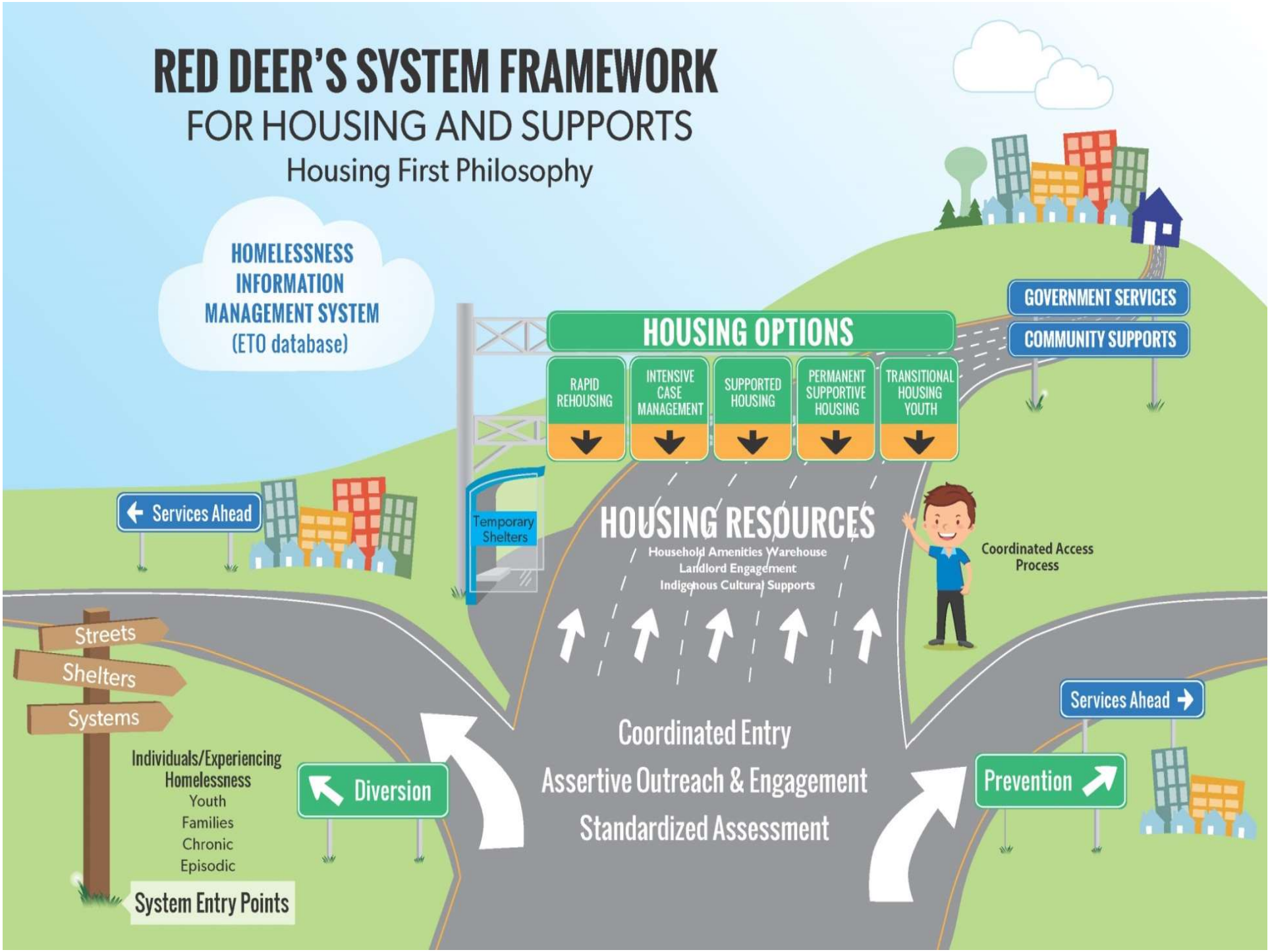
STRATEGIC PRIORITY DIRECTIONS

Priority 3

- Develop targeted prevention, diversion and rapid rehousing measures to stem the flow into homelessness for 800 high acuity youth, families and singles within the at-risk and transitionally homeless populations.

Priority 4

- Fully operationalize a systems approach to most effectively meet community priorities, including:
  - Immediate rollout of coordinated entry and outreach
  - Program and system key performance indicators
  - Contractual re-negotiations across all funded programs


RED DEER'S SYSTEM FRAMEWORK
FOR HOUSING AND SUPPORTS
Housing First Philosophy
HOMELESSNESS INFORMATION MANAGEMENT SYSTEM (ETO database)
HOUSING OPTIONS
RAPID REHOUSING
INTENSIVE CASE MANAGEMENT
SUPPORTED HOUSING
PERMANENT SUPPORTIVE HOUSING
TRANSITIONAL HOUSING YOUTH
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Services Ahead
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Household Amenities Warehouse
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Systems
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Youth
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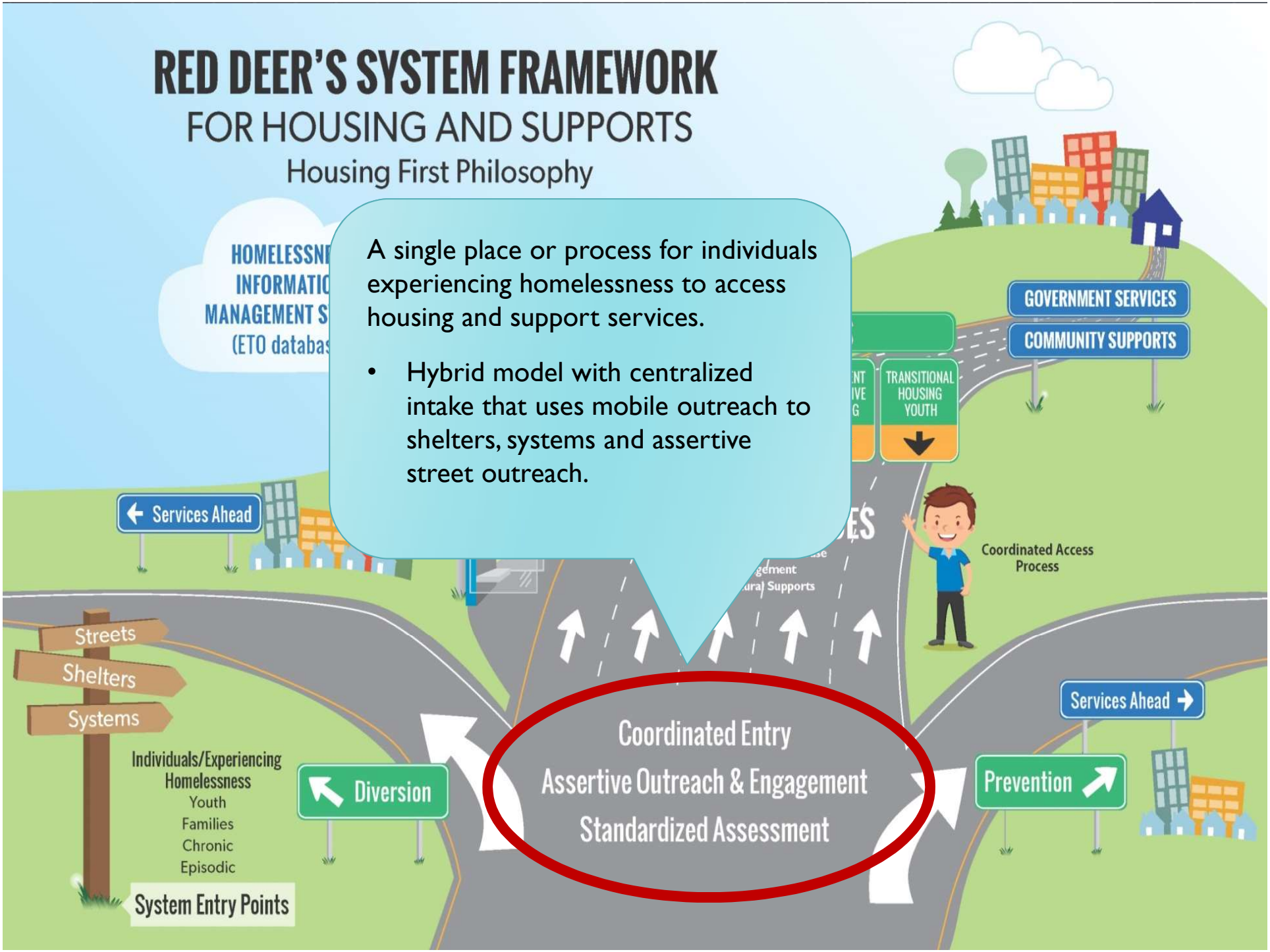
System Entry Points
Diversion
Coordinated Entry
Assertive Outreach & Engagement
Standardized Assessment
Prevention
Services Ahead

MODELS OF COORDINATED ENTRY

- **Centralized**
  - One distinct location where individuals and families can go to access intake and assessment
- **Decentralized**
  - Offers multiple sites for intake and assessment
- **Hybrid**
  - A combination of both centralized and decentralized intake


RED DEER'S SYSTEM FRAMEWORK
FOR HOUSING AND SUPPORTS
Housing First Philosophy
A single place or process for individuals experiencing homelessness to access housing and support services.
• Hybrid model with centralized intake that uses mobile outreach to shelters, systems and assertive street outreach.
GOVERNMENT SERVICES
COMMUNITY SUPPORTS
TRANSITIONAL HOUSING YOUTH
Services Ahead
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RED DEER'S COORDINATED ENTRY

New hybrid model of coordinated entry includes:

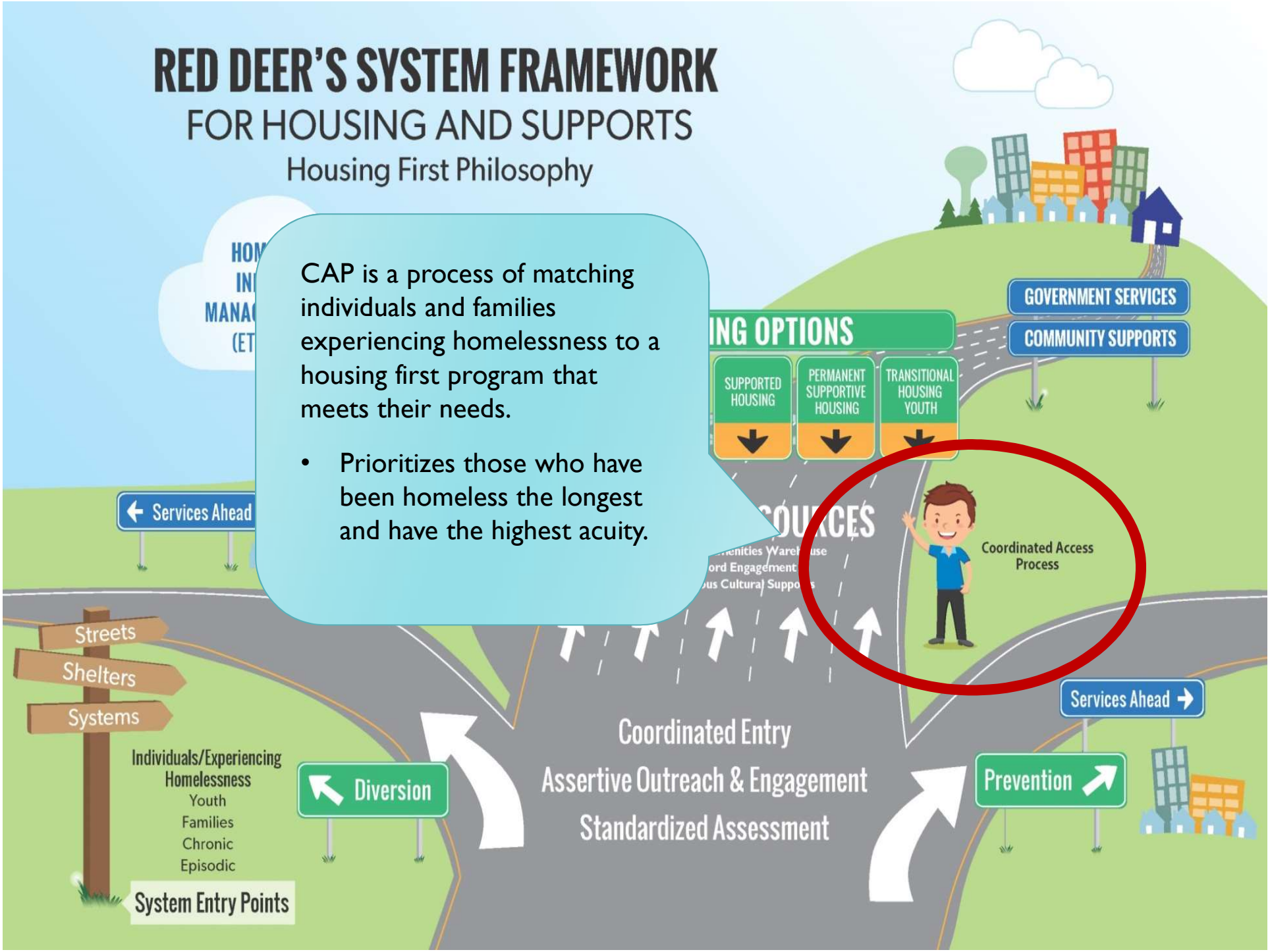
- Initial screening for prevention and diversion
- Intake for all Housing First programs in Red Deer (SPDAT tool)
- Central location for in-person service
- Assertive street outreach
- Mobile outreach in emergency shelters and/or other service provider locations
- Mobile outreach to systems (hospital, correctional facilities)
- Common consistent process for assessments and referrals

ST. JOHN'S HYBRID CA MODEL

- We are implementing a hybrid Coordinated Access (CA) model with multiple locations throughout the community using the same assessment form, targeting tools, and referral processes, with End Homelessness St. John's playing a key coordinating role supported by the new System Planner.
- St. John's has a limited number of providers working with the target population, which already act as access points to housing and support services.
- Need for enhanced coordination and alignment across these providers and methods of analysing trends system-wide, rather than on a case-by-case basis.
- Model aims to ensure there is 'no wrong door' to access coordinated services using the same protocols.

ST. JOHN'S CA AGENCIES

- Key agencies who are part of the homeless-serving system would become CA Agencies using consistent protocols.
- Capacity building, ongoing technical assistance and coordination support needed (EHSJ)
- Rollout would be phased, starting with 3-4 agencies in the next 12 months and expanding pending buy-in and capacity.
- Designated phone line to facilitate information and referrals using a standard protocols.
- The level of the authority for the CA Agencies is that of screening & assessment, rather than mandatory admissions where CA decisions are binding to the receiving program.


RED DEER'S SYSTEM FRAMEWORK
FOR HOUSING AND SUPPORTS
Housing First Philosophy
CAP is a process of matching individuals and families experiencing homelessness to a housing first program that meets their needs.
• Prioritizes those who have been homeless the longest and have the highest acuity.
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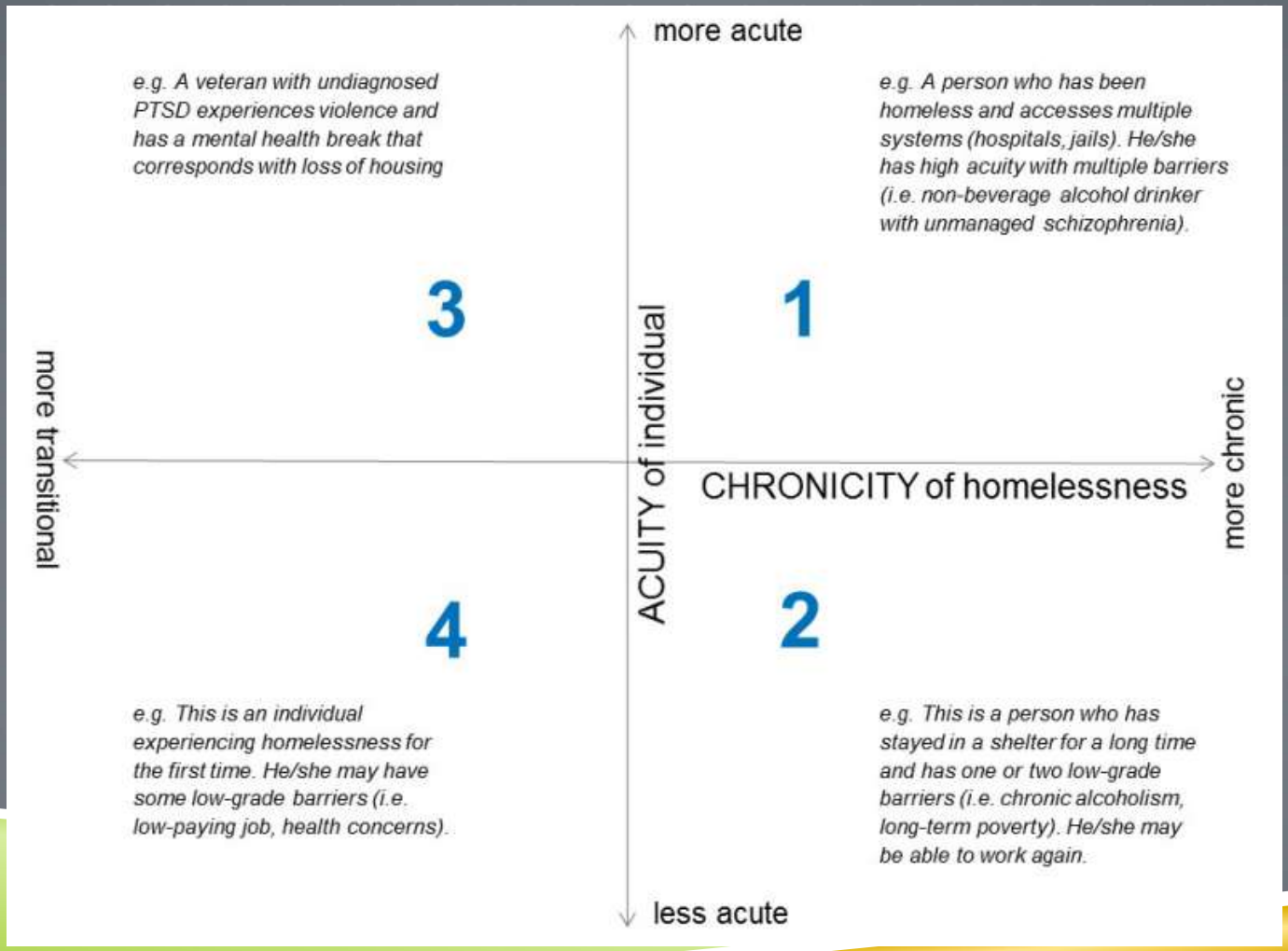
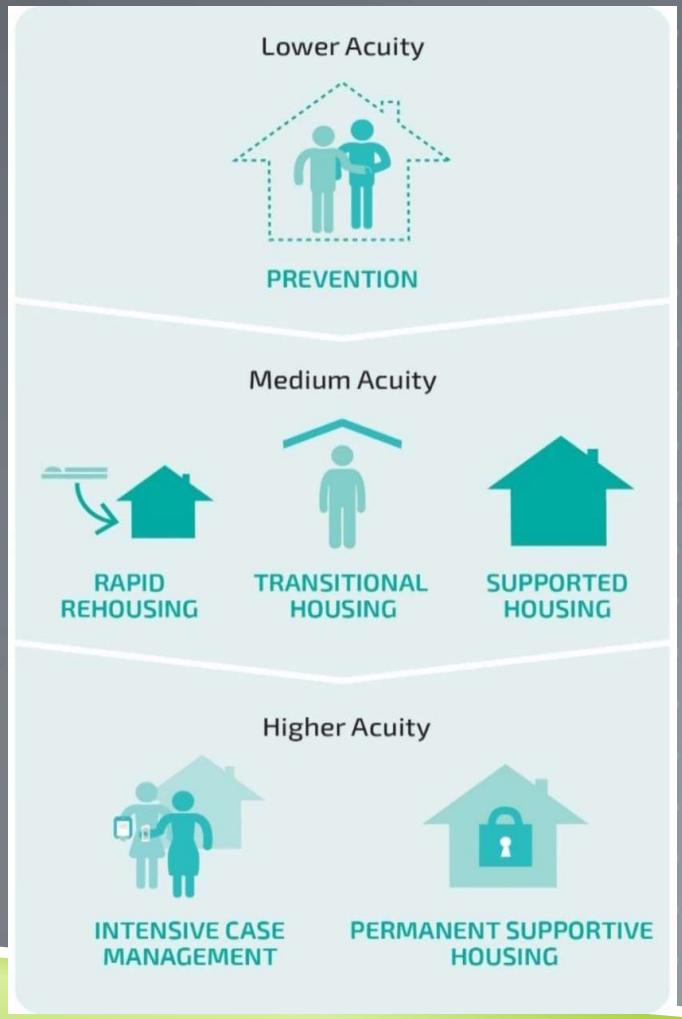
COORDINATED ACCESS PROCESS (CAP)

- Program matching based on client acuity, available program space, client choice, and program fit.
- Focusing on the length of stay in homelessness added to the prioritization criteria and an adjustment made to the acuity score for program matches.
- Acuity levels as indicated by the SPDAT scores do not necessarily reflect shelter use patterns. We can have long-term shelter stayers who score "low" on the SPDAT.

ACUITY AND CHRONICITY OF HOMELESSNESS



PROGRAM MATCHING



Generally SPDAT under 20

SPDAT 20-34

SPDAT 35-60

STATS FROM CAP PROCESS

OCTOBER 27

90 CLIENTS ACTIVE ON CAP LIST

13 were matched

77 remain on CAP list

STATS FROM CAP PROCESS

SINCE JULY 1, 2016

107 MATCHES MADE

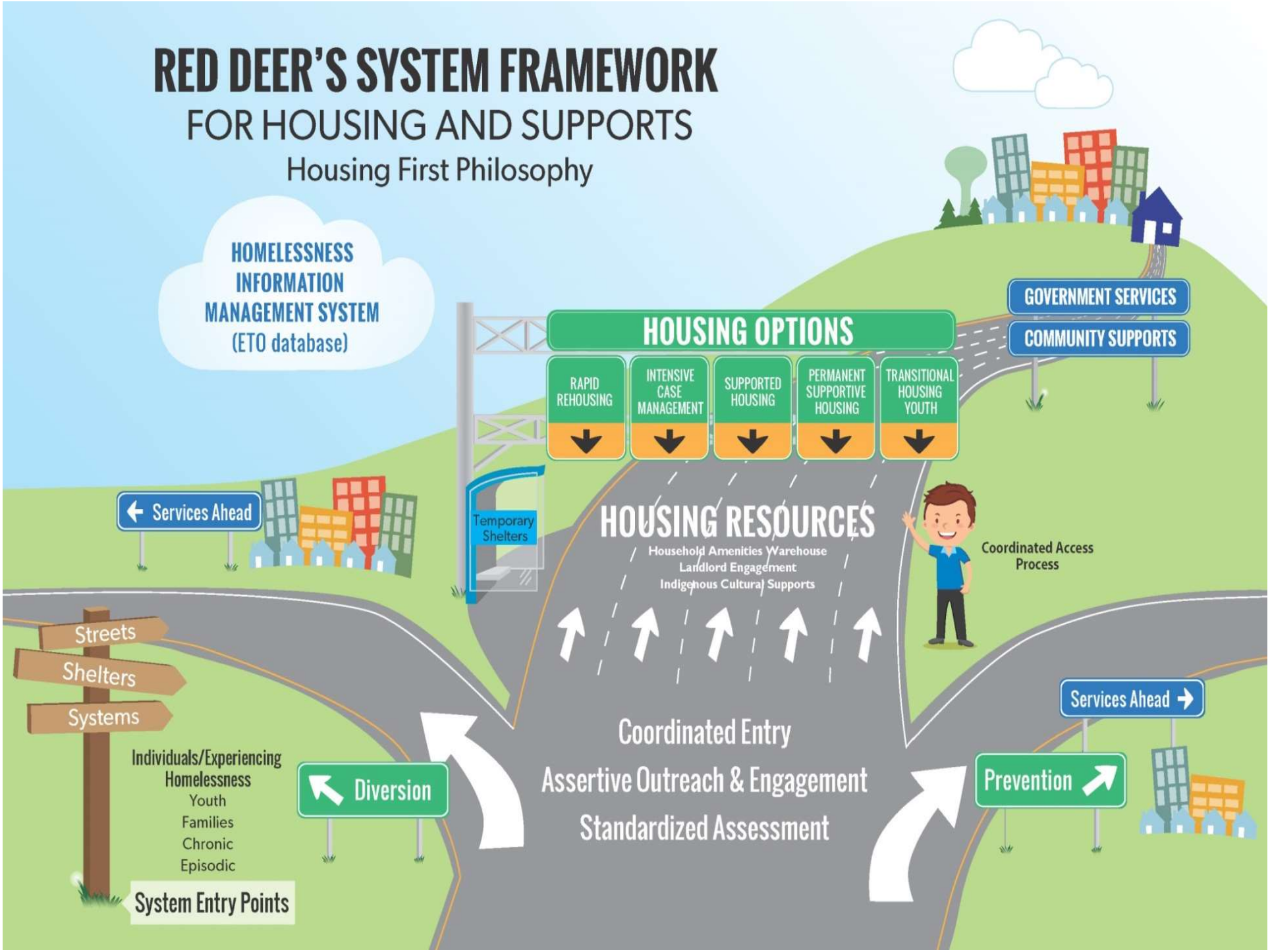
49 CLIENTS HOUSED

ST. JOHN'S ASSESSMENT TOOL

- The Vulnerability Assessment Tool (VAT) has been selected by St. John's as the coordinated assessment tool for the CA process.
- VAT is a triage assessment tool to screen participant acuity and key issues related to housing to help match the participant to resources.
- Recommended by the COH as an evidence-based screening tool and will be adapted for youth and families in the near future.
- Tool is free but requires training; COH will be supporting community with tools, training and technical support that is low cost with goal of building community capacity.

COORDINATED ACCESS PRINCIPLES

RED DEER	ST. JOHN'S
Follow the Housing First Philosophy	Ensure Service Accessibility
Work to create an efficient system	Prioritize Swift Exit From Homelessness
Prioritize program matches based on history of homelessness and acuity focusing on long-term shelter stayers and rough sleepers	Align Services to Participant Need
Transparent and consistent process	Prioritize Services for Participants with the Greatest Need
Client focused approach	Build a System that works Efficiently and Effectively for…
	Invest in Strengthening the System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HOUSING RESOURCES

Indigenous Cultural Supports

- Provide support to Indigenous peoples experiencing homelessness who may require services to help them maintain housing through cultural reconnection.

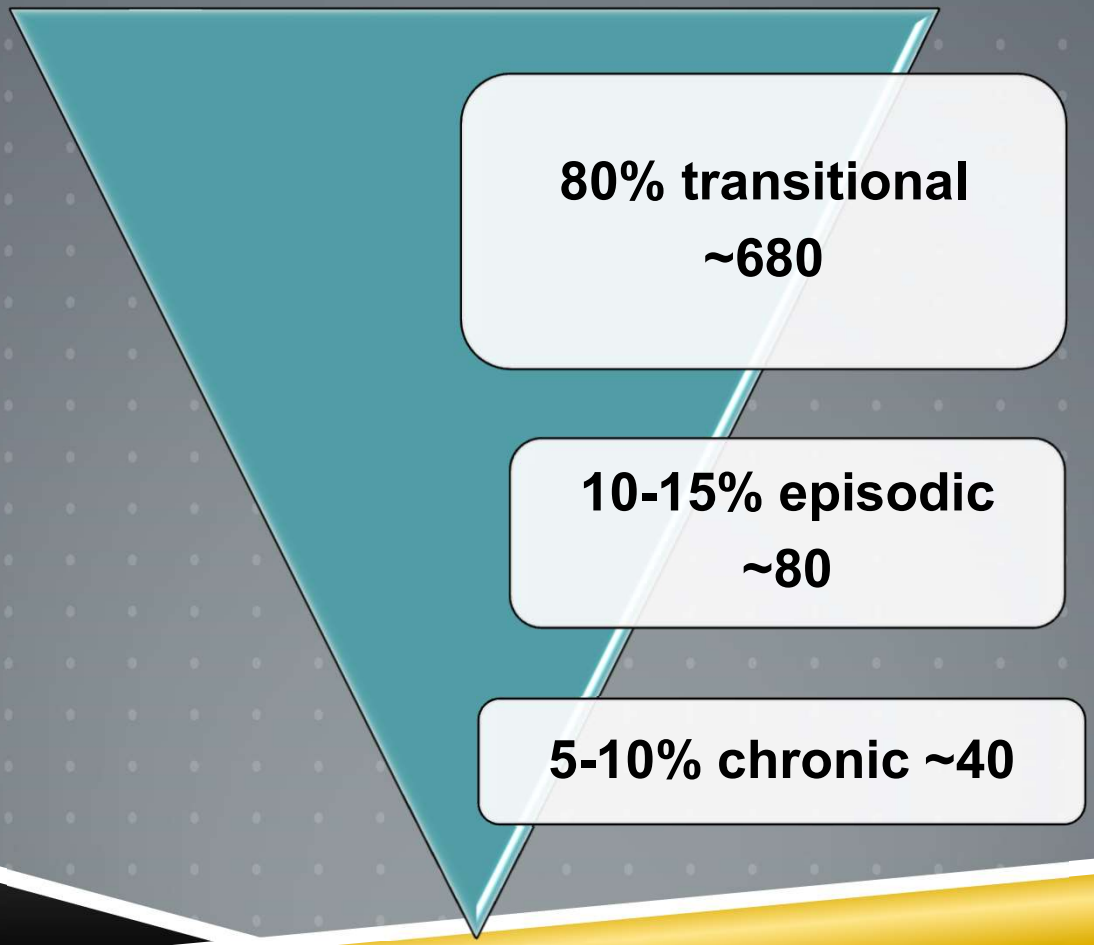
Household Amenities Warehouse

- Provides furniture and essential household items to individuals and families transitioning out of homelessness and into permanent housing.

Landlord Engagement Services

- Engage landlords in Housing First programs and increase the pool of housing units available for clients participating in Rapid Rehousing and Intensive Case Management scattered site programs.

ST. JOHN'S HOMELESS POPULATION ~800



MATCHING INTERVENTIONS TO NEEDS

Lower Needs

Prevention, Rapid Re-housing, Affordable Housing

Moderate Needs

Intensive Case Management, Transitional Housing

Higher Needs

Permanent Supportive Housing
(Assertive Community Treatment)

ST. JOHN'S HOUSING FIRST PROGRAMS

EHSJ Programs: 2014-2019	Client Type	Total Estimated Individuals Served
Intensive Case Management (Launching 2015, sustain to 2019)	Chronically & episodically homeless	**155**
Permanent Supportive Housing (capital) (2014-2015)	Chronically homeless	**13**
Prevention & Rapid Re-housing (Launching 2016, sustain to 2019)	Transitionally homeless	**360**(approximately 240 households)

528 Total

PERFORMANCE MEASURES

SYSTEM LEVEL

- Overall homelessness is reduced by 60% by 2018.
- Chronically and episodically homeless numbers are reduced by 20% by 2018.
- 85% of clients are stabilized in permanent housing by 2018.
- Usage of emergency shelters is reduced by 15% by 2018. The average length of stay in shelter is reduced to 4 days.
- 90% of clients have improved self-sufficiency at program exit.
- Inappropriate use of public systems is decreased by 25% among clients at program exit.
- 90% of clients will be successfully matched to a housing first program within 90 days.

PERFORMANCE MEASURES

PROGRAM LEVEL

- Length of stay in program.
- Occupancy rate of 95% for all programs.
- Number of clients served.
- Housing retention of 85% for all programs.
- Destinations at exit.
- Return to Homelessness.
- Improved self-sufficiency.
- Engagement with mainstream services.
- Reduce negative reasons for leaving program.
- Turnover rate increased/reduced depending on program type.

WE WILL BE **SUCCESSFUL**

The Framework provides a system map of how all stakeholders – government, agencies, and the public – can work together to end homelessness

It will take all stakeholders within our community working together to achieve this goal

WE CAN ACHIEVE THIS GOAL OF
ENDING HOMELESSNESS

AND WE WILL DO IT, TOGETHER

QUESTIONS?

20,000 HOMES CAMPAIGN

Updated as of October 20, 2016

The 20,000 Homes Campaign is a national movement of communities working together to permanently house 20,000 of Canada's most vulnerable homeless people by July 1, 2018.

H1

36	4,168	619
PARTICIPATING COMMUNITIES	PEOPLE HOUSED	DAYS LEFT

REPORTING	
TOTAL # OF CAMPAIGN COMMUNITIES	36
TOTAL # OF CMTIES SUBMITTED AT LEAST ONCE	11
% OF CMTIES REPORTING	30.6%
AVERAGE # OF MONTHS SUBMITTED	10
AVERAGE REPORTING RATE (for cmties submitted at least once)	21.15%

20,000 HOMES

Top 6 Reasons to Join the Campaign!

1. To support a national effort to provide permanent housing to Canada's most chronic and vulnerable people experiencing homelessness
2. To get better data on who is experiencing homelessness and what it will take to end homelessness in your community
3. To learn how to improve your system by implementing best practices on Housing First, Developing Coordinated Access Systems and robust By Name Lists in a way that makes sense for your community
4. To be part of a powerful, unified, national voice to advocate for the resources needed to end homelessness in Canada
5. To Learn from communities throughout Canada (and teach them what you have learned)
6. To receive national recognition for the work you are doing/committed to doing!

Bonus Reason: To Have Fun while Ending Homelessness!

20,000 HOMES

To Join the 20,000 Homes Campaign

Visit www.20khomes.ca

Hover over ‘Join the Movement’ heading

Click ‘Become a Campaign Community’

Fill out the form and submit it to the 20,000 Homes Campaign Team

Become a Housing Placement Reporting Hero!

- Report 3 consecutive months of Housing Placement data, including the most recent month
    - This can include placement data from previous months
    - Don’t worry if you can’t capture everything - report what you are able to capture right now!
    - We will work with you to improve the comprehensiveness or your reporting over time.

20,000 HOMES

To Report Housing Placements to the Campaign

1. Please email Hannah Kim at hkim@cmtysolutions.org to receive monthly emails about housing placement reporting.

1. You may also access the Housing Placement Reporting form → **https://goo.gl/QkiQwj**

20,000 HOMES