

# What role do emergency shelters play in ending homelessness?

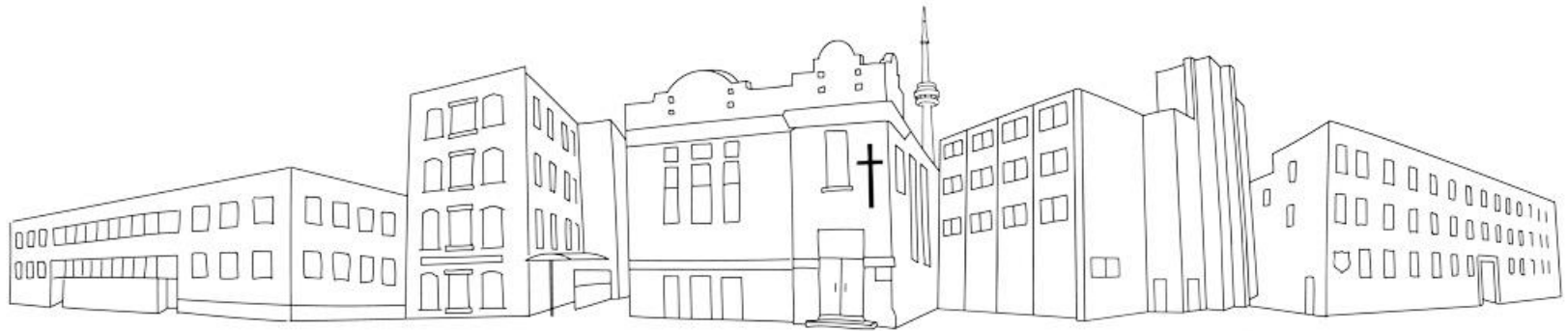
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The Salvation Army  
Canada & Bermuda Territory



# HOUSING AND HOMELESS SUPPORTS

the hand of God in the heart of the city



## Vision

The vision of Toronto Housing and Homeless Supports is a focus on Housing, Outcomes, Mission and Excellence (HOME).

- Housing - THHS has changed focus from that of merely a shelter operator to a robust homeless service provider that aims to get and keep people housed. Adopting the principles of Housing First, shelter services are being revitalized. We have implemented a new triage system at intake to effectively assess an individual's level of need and to provide customized, client-centred services.
- Outcomes – THHS is aligning its work with evidence-informed practices, introducing new data collection tools to effectively track the progress of the individuals served. Beyond tracking how many people are housed, we are exploring meaningful outcomes for the individuals we serve in all of our program areas.



## Vision

The vision of Toronto Housing and Homeless Supports is a focus on Housing, Outcomes, Mission and Excellence (HOME).

- Mission - To ensure that mission focus is maintained in the hectic world of service provision, all staff are engaged in missional training. Hiring practices have been redeveloped to ensure we attract people who, regardless of their faith or background, can enthusiastically and skillfully support the mission of The Salvation Army.
- Excellence - THHS is already a large service provider with great scale and scope to its services. The process this year has focused on ensuring services are delivered not only at optimal efficiency, but at a level of excellence.



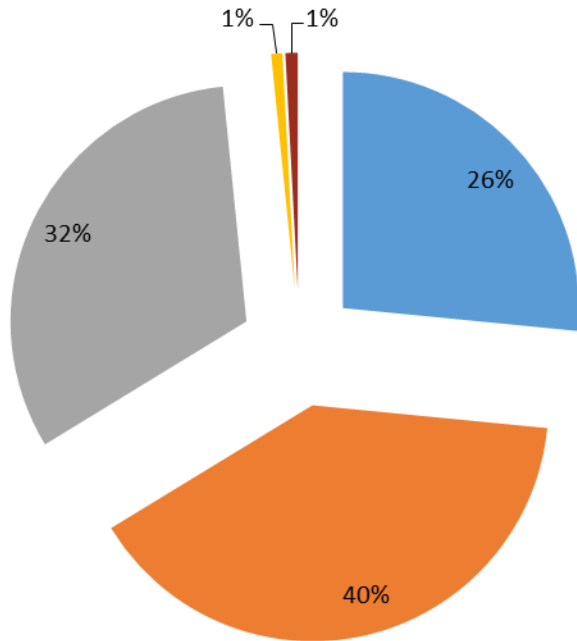
## Triage

Triage assessments are intended to assess needs and streamline interventions. They are not intended to “label” or “pigeonhole” clients. Shelter workers continue to advise clients about all resources available in the shelter and housing options in the community, and support client choices. A shelter wide triage system has been implemented.

Tool collects:

- Basic demographic information
- Housing history to assess depth of homelessness
- Risk factors to assess acuity and support needs
- Logical considerations such as information gathering on income and ID



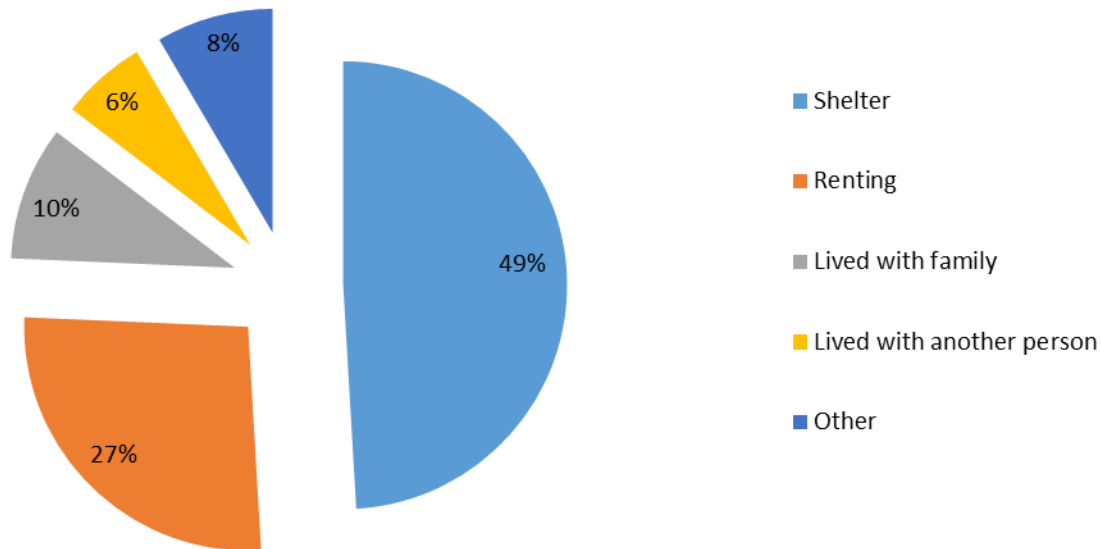


### THHS Q1/Q2 Aggregated: Client Triage Levels

- Level 1
- Level 2
- Level 3
- Refused to answer
- Struggling with Mental health automatic level 3

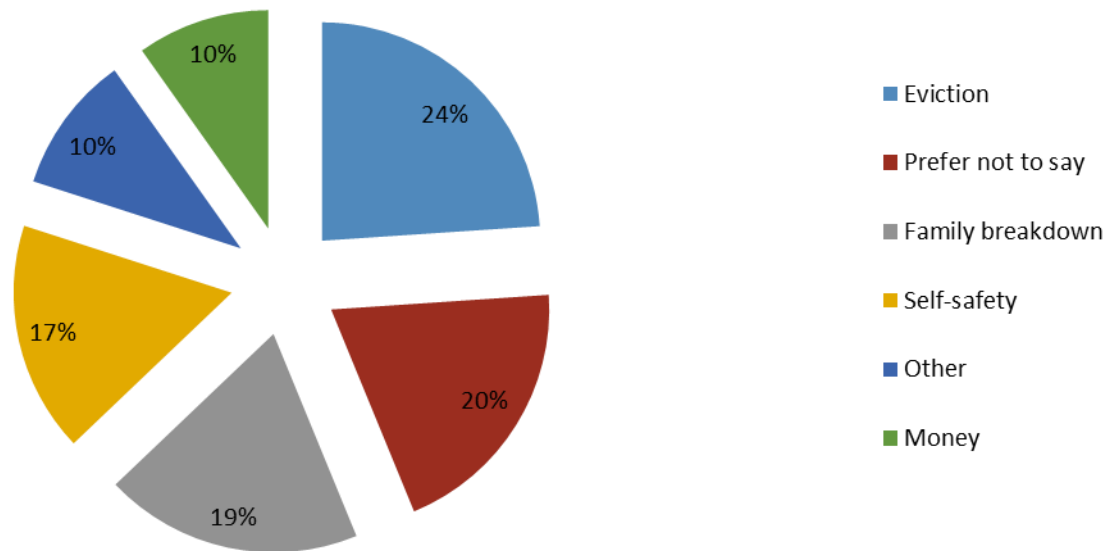


### THHS Q1/Q2 Aggregated: Top 5 living locations prior to shelter stay

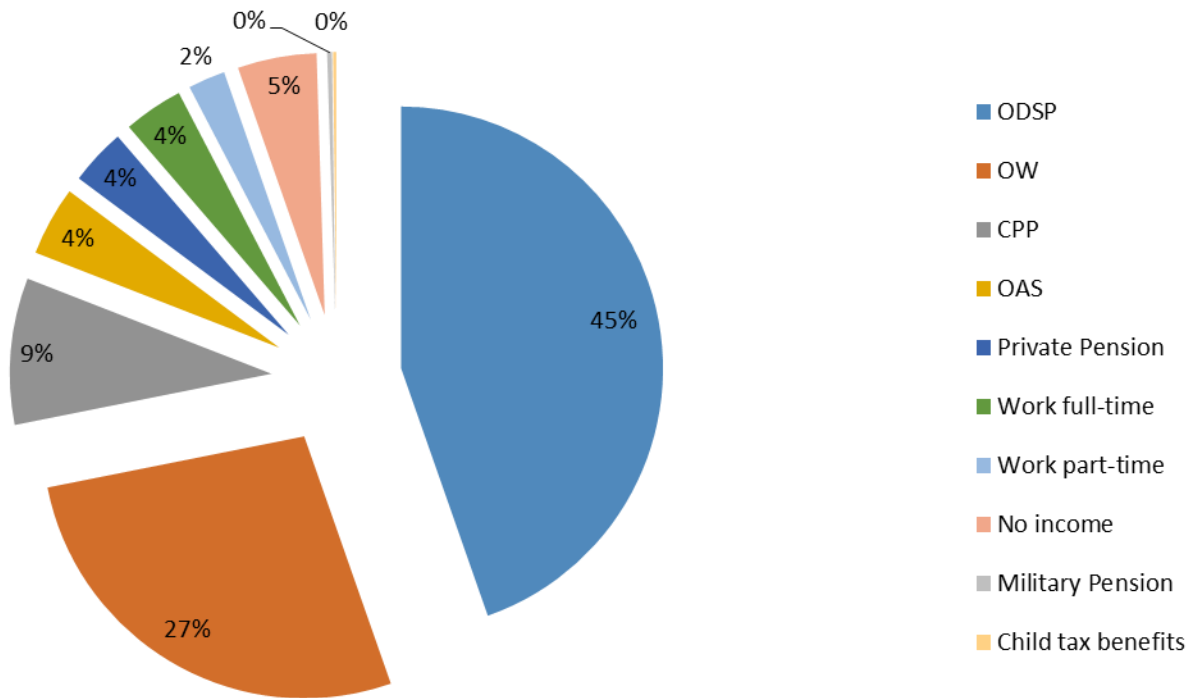




### THHS Q1/Q2 Aggregated: Top 6 reasons clients left prior living location



### THHS Q1/Q2 Aggregated: Client source of income



## Collective Case Study

The goal of the study was to aid in the development of program outcomes for measurement with the potential to surpass funder expectations and informing continuous improvement.

Twelve semi-structured interviews were conducted on three different populations (housed clients, unhoused clients and staff) to develop an understanding of the positive meaningful impacts of stable housing.

In order to explore meaningful outcomes, it was imperative to explore the themes of stable housing within the context of this study.



## Collective Case Study

The study discovered that meaningful outcome measures for housed clients were:

- 1.Improvements in emotional wellbeing
- 2.Improvement in overall health
- 3.Increased social and community engagement
- 4.Personal and professional development
- 5.Social service supports
- 6.Skills development



## Case Management Selection Process

- Annotated bibliography
- Reviewed systematic literature review
- Created a matrix of essential program elements (practices and outcomes) based on research
- Scored models against matrix
- SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats)
- Recommendations
- Piloted case management process in new Transition to Housing program



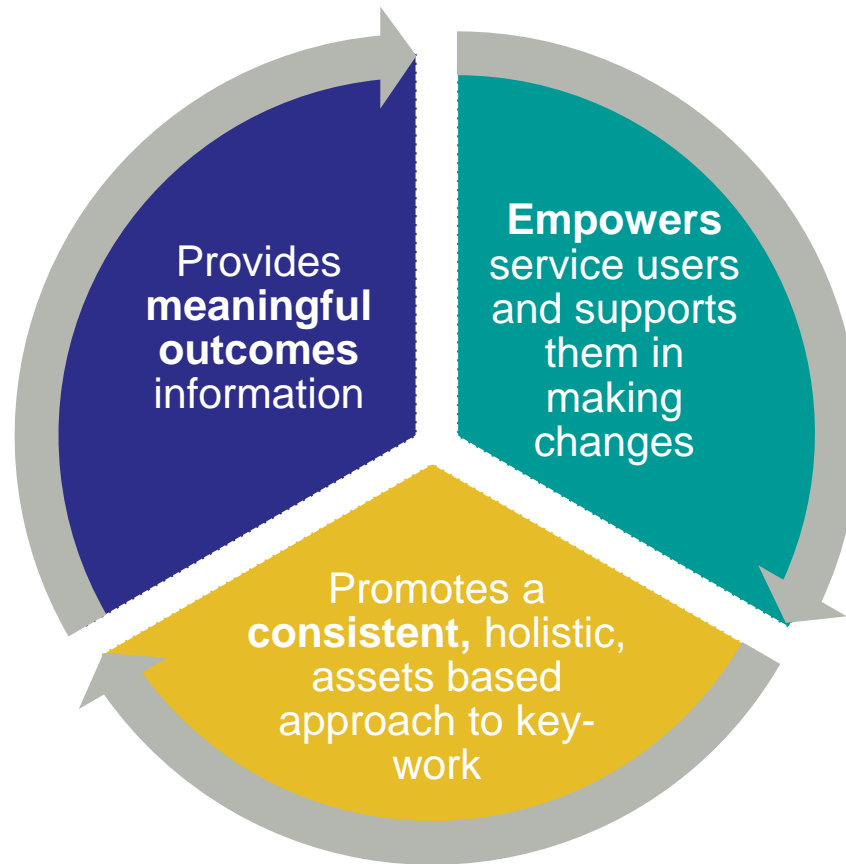


# Standardized Case Management



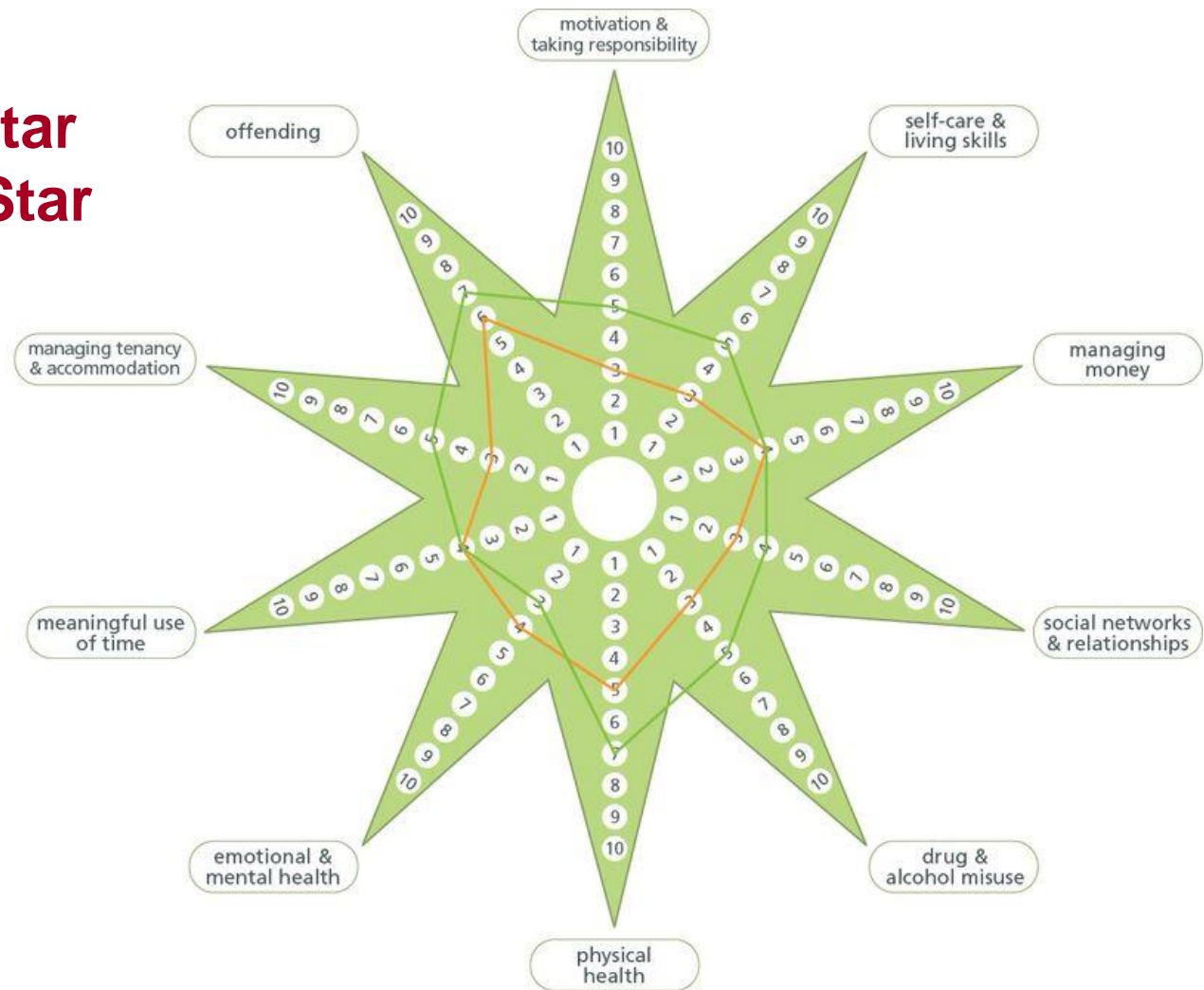
# The Outcomes Star™

Supporting *and* measuring change



# Homelessness Star Completing the Star

- A collaborative process
- Discuss each point on the Star
- Transfer readings to the Star Chart and capture notes



Homelessness Star™ © Triangle Consulting Social Enterprise Ltd  
 Authors: Sara Burns, Joy MacKeith and Kate Graham  
[www.outcomesstar.org.uk](http://www.outcomesstar.org.uk)





## Going Forward

- Transition to Housing Program
- Implementation of Case Management Process
- Implementation of Outcomes Star
- Operating Principles for The Salvation Army Emergency Shelters in Canada
- Housing Stability Service Plan for The City of Toronto
- Research, research, research
- Program Evaluation



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