

One System
One Goal

London Homeless Prevention Network

Lessons Learned from HIFIS Implementation

November 2018

CAEH

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London
CANADA

City of London

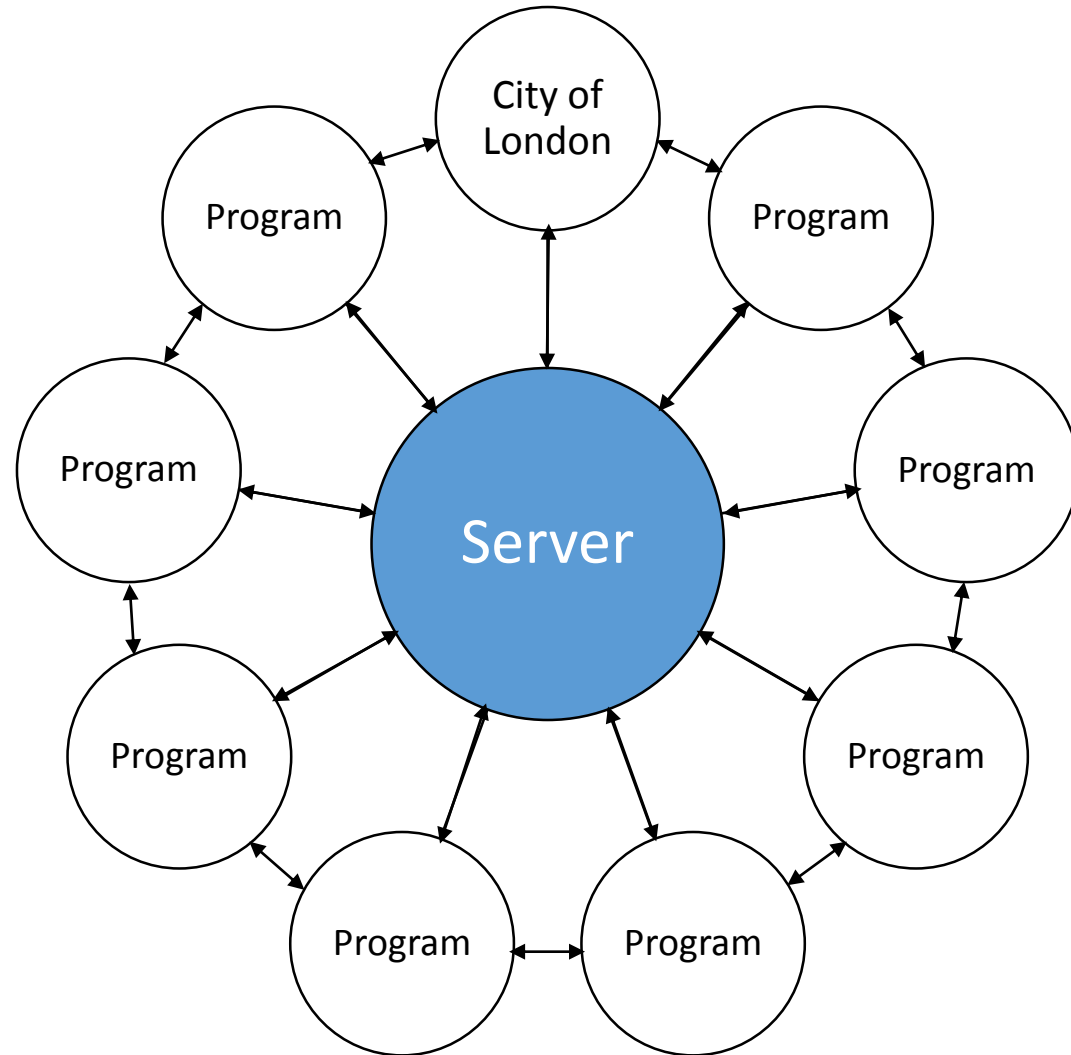
- Southwestern Ontario
- Pop. 380,000
- 15th largest municipality in Canada
- 13,000 households on Ontario Works (Provincial Social Assistance)
- 3,500 on Social Housing Wait List
- Robust Homeless Prevention System Implementation Plan



Background

- **2009 – 2016:** worked with community to determine readiness for a shared information system
- **2013:** Homeless Prevention System Implementation Plan approved by all orders of government and the London Homeless Coalition
 - Priority Action: A Shared Information System
- Funding Agreements – HIFIS requirement
 - For 3 years prior to the launch of our shared system: all funding agreements with Homeless Prevention funded programs included a requirement to use a homeless management information system
- ServicePoint vs HIFIS
 - We reviewed the US product and HIFIS

HIFIS as a Shared Environment

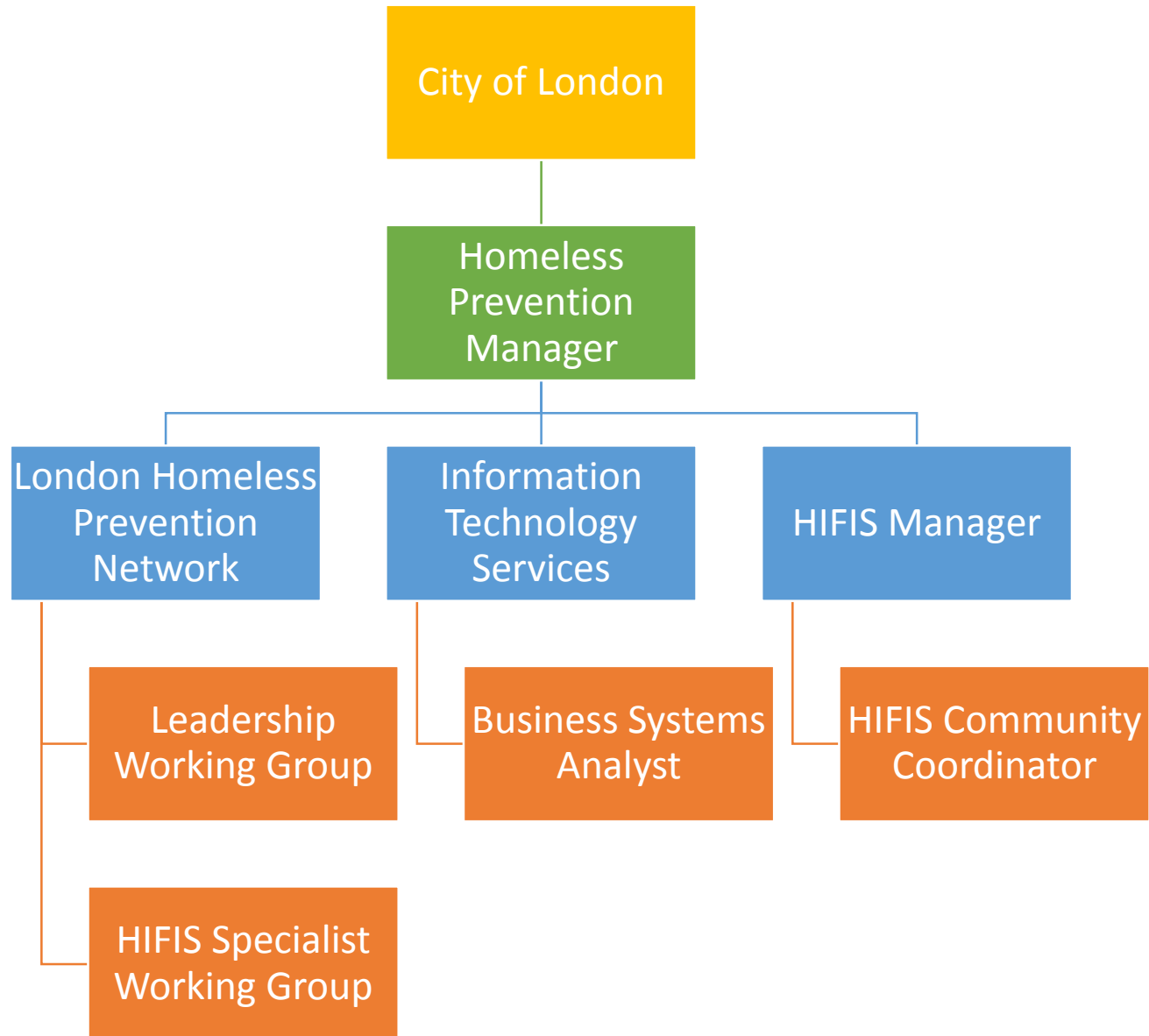


What did we Accomplish?

- Created the London Homeless Prevention Network of participating homeless serving programs
- 13/17 homeless serving programs in London, Ontario
- HIFIS as a lever: from siloed services to homeless prevention system
- 1 year, \$1 million
- Implementation consultant
- Process Mapping
- Data Migration – 10 years prior



Our Team and Network Structure



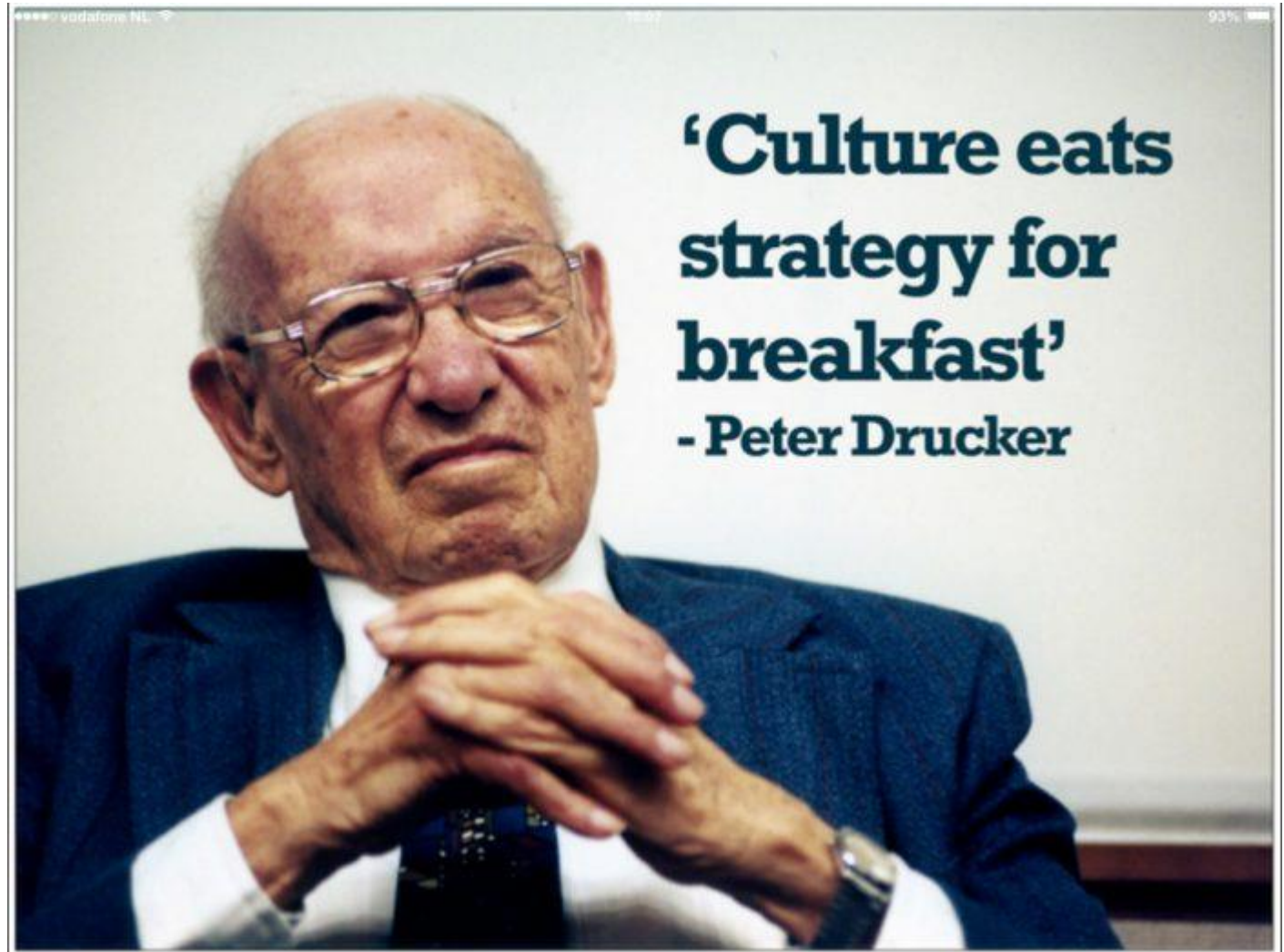
TOP



LESSONS LEARNED

Lesson #1: “Culture Eats Strategy for Breakfast”

- Relationships & Trust is Key
- Focus on Change Management
- In a shared system:
Only as strong as our weakest link
- Cranky or obstructionist partners *are* real



Lesson #2: All for One

- Implementing all 13 homeless serving programs at once
- 1 program at a time takes a long time, and
 - Makes it difficult to work on shared practice
 - Compromises data quality
- Fosters strong alignment and networking
 - Supports shared learning & decision-making
- Change Management: Sense of Urgency
- If we did it again: More time spent at the start on data & process mapping

Lesson #3: Do Lots of Shared Process Mapping

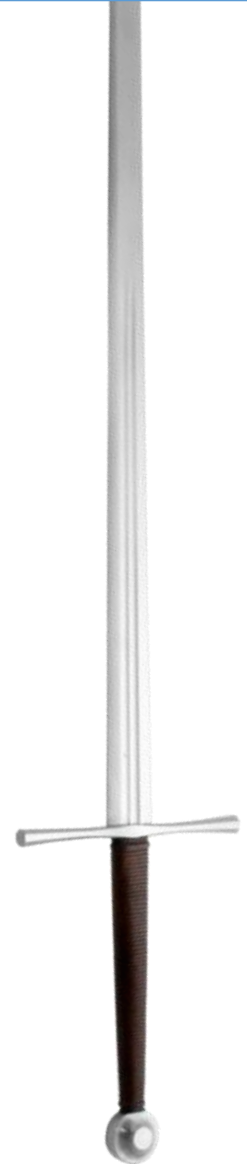
Collectively identifying current program processes & workflows, and determining how HIFIS can support their work.

- 15 topics: sticky notes
- Frontline staff & Leadership together
- Gap Analysis & developing a solution
- Making HIFIS Work
- Relationships & Enhancing Buy In
- Informed User Manual



Lesson #4: Data Migration, a Double-edged Sword

- London: non-3.8 community that migrated data for HIFIS 4.0.
- Migrated 10 years of data
- Be Prepared:
 - Duplicates
 - Merging creates duplicates when consent is signed
 - Requires Scripts and manual data entry and cleanup – no ready HIFIS solution for data cleanup following mergers



Lesson #5: Eyes Wide Open: The HIFIS Product

- ServicePoint vs HIFIS 4.0
 - From evaluation: ServicePoint superior system
 - Upfront and ongoing costs
 - Selected HIFIS 4.0 as HMIS
 - Made in Canada Solution – “Free”
 - A high hidden cost to implement and maintain at a local level
 - HIFIS 4.0 software immature
- Cost/Benefit Analysis: Not as free as we would have liked it
- Benefit of Hindsight: still go with HIFIS (\$ for customization adds up)
- Positive Working Relationship with HIFIS

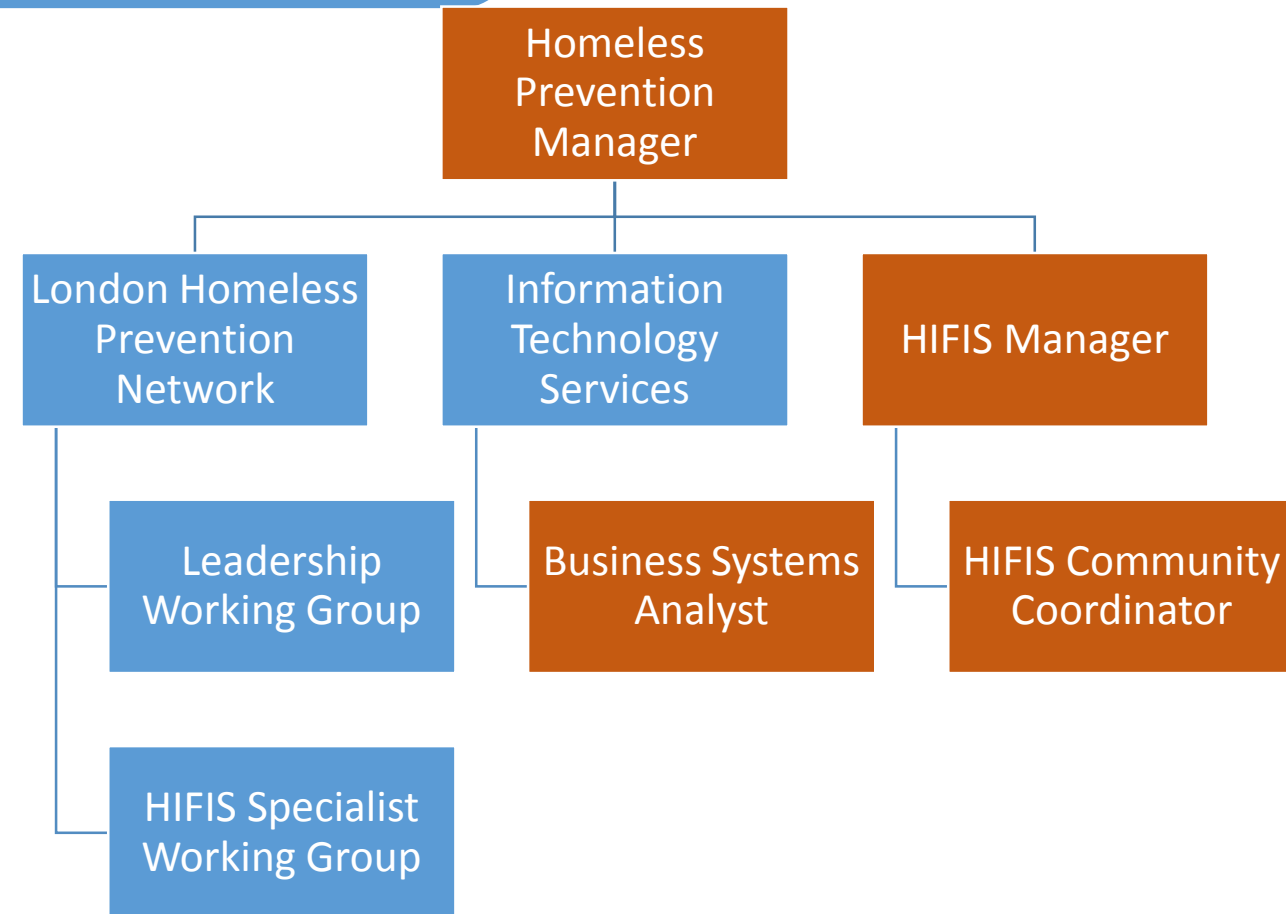
Lesson #6: The Shell Game of HIFIS



- Reports: Commitment & Resources
 - Very Limited Number of Reports in HIFIS
- HIFIS: half a system without reports
- London has created 80 reports – we will need 100's
- More than just reports: queries & scripts – requires talent
- Requirement: Full-time ITS staff person

Lesson #7: A Need to Invest in Staffing Resources

- Need to invest in staffing resources:
 - Tech
 - Community
 - Training
- 3 FT staff & Management oversight
- Cost & Effort involved



Lesson #8: Knocking Down Artificial Roadblocks to Information Sharing

- Address Concerns for Sharing Information
 - Real vs artificial
 - Risk vs Benefit
 - Consent
 - Driver for all information sharing
 - Can share personal information, personal health information, etc.
- Relationships to Secure Content Experts
 - Privacy Officers
 - Satisfy MFIPPA/PHIPA
 - Information Technology Teams
 - 3rd party law firm
 - Pro bono
 - Neutral
 - Resources of Network

London HIFIS Network – Consent to Release Personal Information

I _____ (Print Name of Individual) agree that my information will be exchanged between the Organizations listed below. The Organizations listed below will use this information to help me find appropriate housing and/or supports. These Organizations will work together with me in a shared approach to provide me with the best possible service.

- > I understand that identified Organizations who work with me or on my behalf will consult with me and with each other about my needs.
- > I understand that my information is being collected, used, and disclosed, to improve my experience when using these services.
- > I understand that the exchange of information between the Organizations listed below is not a breach of confidentiality and privacy.
- > I understand my information will be entered into a secure database, accessible only by the Organizations listed below.
- > I understand that my anonymous data will be provided to Employment and Social Development Canada for the purposes of policy analysis, research and evaluation of policies and programs respecting homelessness in Canada. My unique information will not be provided.
- > I understand that this consent is in effect for _____ from the date I sign this form. I can change my mind and remove my consent at a later date. I can do this by contacting any of the Organizations on this form or at the contact information below.

Organizations

- > Mission Services of London
- > The Salvation Army Centre of Hope
- > London C.A.R.E.S. (Addiction Services of Thames Valley, Regional HIV/Aids Connection)
- > St. Leonard's Community Services
- > Street Level Women at Risk
- > The City of London
- > Unity Project for the Relief of Homelessness
- > Youth Opportunities Unlimited

Consent to Release Personal Information

I _____ (Name or substitute decision maker) allow the Organizations identified above to exchange my personal information for the reasons stated above.

Notice of Collection: The personal information collected on this form is collected under the authority of the Municipal Freedom of Information and Protection of Privacy Act and the Freedom of Information and Protection of Privacy Act, and will be used to improve service provision and understand more about homeless in the City of London. Questions about the collection should be addressed to the Manager, Homeless Prevention, City Plaza, 355 Wellington Street, Suite 248, PO Box 5045, London ON N6A 3N2 - Email: homelessprevention@london.ca

Lesson #9: Documents, Documents, Documents!

Documents DRIVE system collaboration and sharing

- Public Documents (eg. council reports)
- Contracts (Implementation consultant, Information Technology Services, Hosting)
- Inter-Organization Information Sharing Agreement - community-level agreement

Lesson #9: Documents, Documents, Documents!

Documents DRIVE system collaboration and sharing

- Public Documents (eg. council reports)
- Contracts (Implementation consultant, Information Technology Services, Hosting)
- Inter-Organization Information Sharing Agreement - community-level agreement
- Data Provision Agreement with HIFIS
- Hosting Agreement - contract - responsibilities, security, technical support, hosting.
- Terms of Reference for Leadership Working Group
- Terms of Reference for HIFIS Specialists
- Administration guide for HIFIS Specialists and City staff working on HIFIS
- HIFIS Shared Consent
- Policy, Procedure, Job Aids
- Data Sharing Report
- Training Manual - source reference document
- HIFIS Confidentiality & User Agreement

LONDON HOMELESS PREVENTION NETWORK – JOE AID

Job Aid Name:	Adding Shared HIFIS Consent Form		
Related Policy:	Shared HIFIS Consent to Release Information	Section Title:	Participant In
Section #:	1.0	Participant In	Draft:
Approval Authority:	LHPN Network	Participant In	Data Appro
Responsible Office:	Homeless Prevention, City of London	Participant In	Date Ame
		Participant In	Amendm

Purpose: The Adding Shared HIFIS Consent Form Job Aid provides steps to attach a Shared HIFIS Consent form to a form.

Scope: All Users within the London Homeless Prevention Network.

Responsibilities: Any Network User uploading a Shared HIFIS Consent Form.

- Attach the signed Shared HIFIS Consent to the form.
- Expire any default 'Declined - Anonymous' status.
- Verify Client - Vitals information after upload.

Add Shared HIFIS Consent Form to Participant Profile

The following steps may be of assistance to staff when adding a Shared HIFIS Consent Form to HIFIS:

- 1.0 **ACCESS CONSENT MODULE**
- 1.1 Click the Search Bar in the top-right corner of the form.
- 1.2 Click the Client name.



London Homeless Prevention Network – HIFIS Confidentiality and User Agreement
 Date Approved by the London Homeless Prevention Network: April 17, 2018

The London Homeless Prevention Network (LHPN) is a group of organizations working together to help individuals and families end their experience of homelessness. HIFIS is a database used to collect, share and report on Client/Participant information. This User Agreement sets a standard for my access to and use of HIFIS, as part of the work I do for my organization.

I am a representative of ORGANIZATION NAME. By signing this agreement I understand that I am granted access to HIFIS to be used exclusively in the work I undertake for this organization.

In recognition of the confidential and privileged information contained in HIFIS, I understand and agree as follows:

- I will access HIFIS only in the normal course of fulfilling my duties at the Organization listed above.
- If I am a representative at more than one Organization in the LHPN, and I am working a shift at one of these organizations, I will only log in as that Service Provider for the duration of my shift.
- I will only access those Clients/Participants in HIFIS that I am currently working with.
- I will not release or share Client/Participant information to anyone other than to persons who are authorized to receive the information.
- I will use HIFIS, and collect, use and disclose Client/Participant information only in accordance with the policies and procedures provided to me by the Organization listed above.
- I will take reasonable precautions regarding the protection of Client/Participant information. This includes the following:
 - o I will protect my HIFIS login password;
 - o I will not share my HIFIS login password; and
 - o I will not leave Client/Participant information unattended on my computer screen, at any time.
- I am responsible for any information or records that are entered or deleted in HIFIS using my User ID and password.
- If I suspect a security breach in HIFIS, including unauthorized access to HIFIS, or the possibility that my password may have been compromised, I will immediately notify my immediate supervisor, and file an Incident Report.
- If I suspect a breach of participant confidentiality, I will immediately notify the HIFIS Specialist.
- If I suspect that data that has been entered incorrectly, I will notify both my immediate supervisor and the HIFIS Specialist.
- I will ask for support from the HIFIS Specialist to perform data entry corrections to narrative data fields. I can perform corrections to dropdown lists, multi-select lists, dates and times, and one-word data fields.
- I will immediately cease access to HIFIS if directed to do so.
- I understand that my password will be revoked without further notice to me if I do not adhere to and comply with this Confidentiality and User Agreement.

Representative Name: _____	Representative Signature: _____
Position/Job Title: _____	Date: _____
Organization: _____	
Senior Manager/Director Name: _____	Signature: _____
Position/Job Title: _____	Date: _____
Organization: _____	

LONDON HOMELESS PREVENTION NETWORK – OPERATING POLICY

Policy Name:	Shared HIFIS Consent to Release Information		
Section #:	Shared HIFIS Consent to Release Information	Section Title:	Participant Information
Approval Authority:	LHPN Network	Participant Information	Draft:
Responsible Office:	Homeless Prevention, City of London	Participant Information	Date Approved: Jan 9, 2018
		Participant Information	Amendment #:

The signed shared HIFIS Consent assists in protecting privileged information of a client or participant and allows for the collection, use and disclosure of personal information in the shared HIFIS database.

The signed shared HIFIS Consent is considered to be for an indefinite period unless the consent is withdrawn.

The signed shared HIFIS Consent will be reviewed and renewed on an annual basis subject to the availability of the client/participant.

Users within the London Homeless Prevention Network

Organizations in the London Homeless Prevention Network will obtain consent using the shared London Homeless Prevention HIFIS Consent Form.

Obtaining consent from a client/participant will describe the information to the participant to obtain informed consent.

The signed shared HIFIS Consent will determine if the participant is able to consent to the Shared Assessment Tool is available to assist in the assessment.

Seeking services from a program in the London Homeless Prevention Network will determine if the participant is able to consent to the Shared Assessment Tool is available to assist in the assessment.

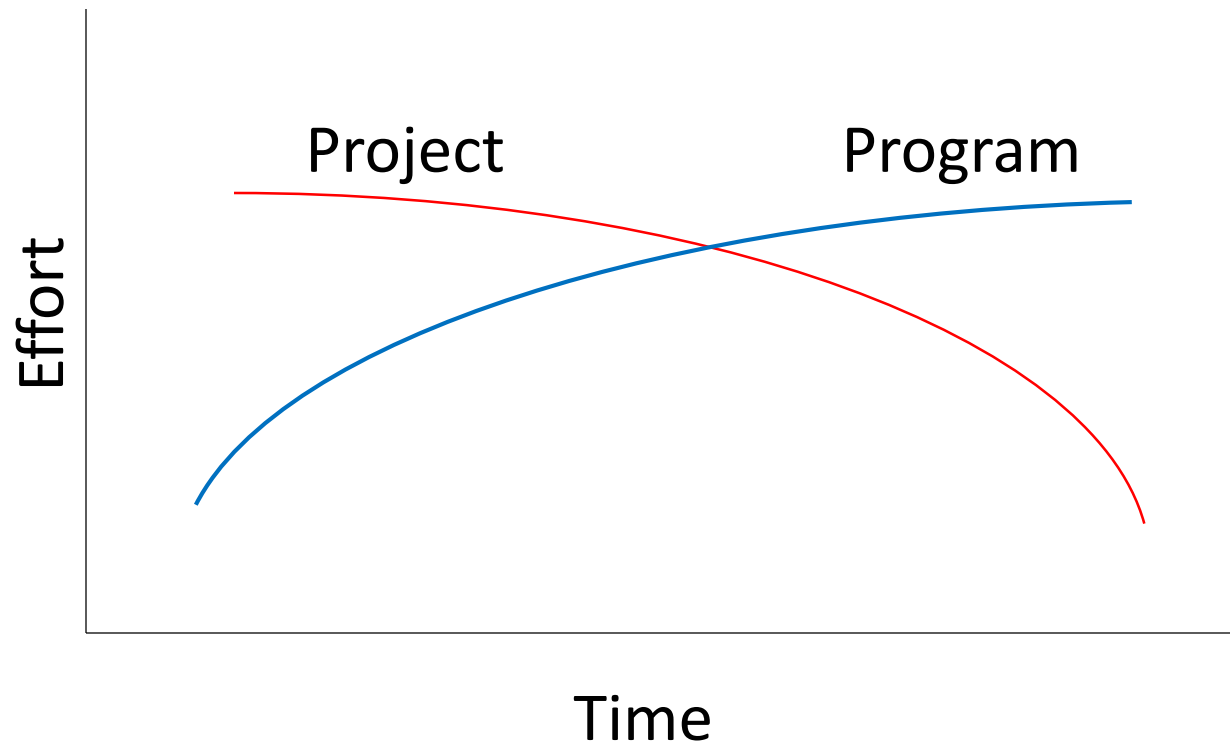
Users, should it be required, and, will be uploaded into HIFIS and the London Homeless Prevention Network database HIFIS.

Lesson #10: The Technical Support Gap

- Limited HIFIS technical support hours
- Need for 24/7 support
- Solution: two-fold
 - Create a 24/7 support system
 - Agreement with City of London ITS
 - Issue Escalation process
 - Troubleshooting Checklist
 - Downtime procedure forms



Lesson #11: From Project to Program



- Implementation as a Project
 - With Project Management Practices
- Becomes a program
 - With Program Management practices
- Requires different skill-sets, different partners
- Change Management & Relationship-building
 - Reactive to proactive
- Celebrate!

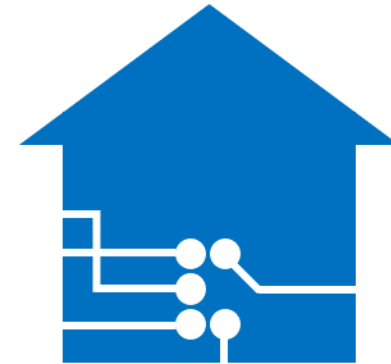
Lesson #12: Moving Ahead – Maintaining the Integrity of the Relationships



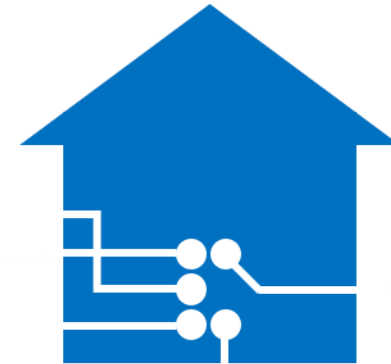
- Continue to plan as you look ahead: Maturing a system
- Change Management
- Integrity of Network first, integrity of standard 2nd, integrity of data 3rd
- From sharing to support siloed services, to collaboration

Results tell our story.

London Homeless Prevention Network



London Homeless Prevention Network



We are solving homelessness **together.**

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Jan Richardson, Manager, Homeless Prevention: jrichardson@London.ca