Emergency Shelter Framework

ALL ROADS LEAD TO HOME

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Waterloo Region

- Cities of Cambridge, Kitchener, Waterloo and 4 townships

- 10th largest urban area in Canada and 4th largest in Ontario

- $14M annual funding to prevent and end homelessness
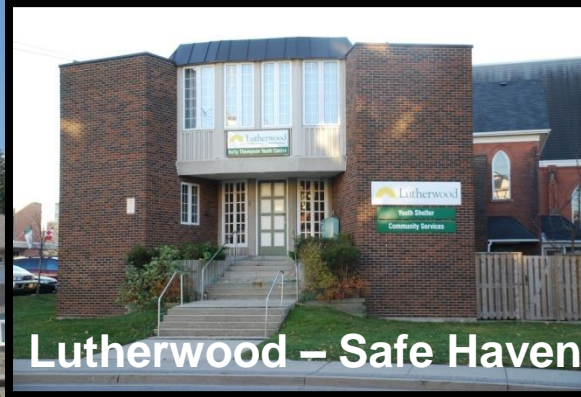

Population 583,500

Emergency Shelters

Cambridge Shelter

Lutherwood – Safe Haven

Charles St. Men's Shelter

Argus Residence

oneROOF

The Working Centre

YW Emergency Shelter

Why Develop the ES Framework?

1. To provide the best service possible to people and the community within available resources

2. To respond to local evolution in shelter options and approach to service in the system

3. To clarify how shelter fits in a system designed to prevent and end homelessness

4. To support implementation of the Province's updated Long Term Affordable Housing Strategy (LTAHS) and Community Homelessness Prevention Initiative (CHPI)

Emergency Shelter

	Pre-CHPI	Post CHPI
Legislation	OW Act	Housing Services Act
Ministry	MCSS	MHO
Policy	OW Directives	LTAHS
Funding	Uncapped, Cost-shared per diem with PNA	Capped, 100% CHPI (no PNA)
Guidelines	Local Guidelines	CHPI Program Guidelines
Plans	Annual Budget Submission	CHPI Investment Plan & 10 Year Plan (2014)
Reporting	Financial	Service & Outcome

System Change

Supportive Housing
(on-site support)

Emergency Shelter

#1 (2014)
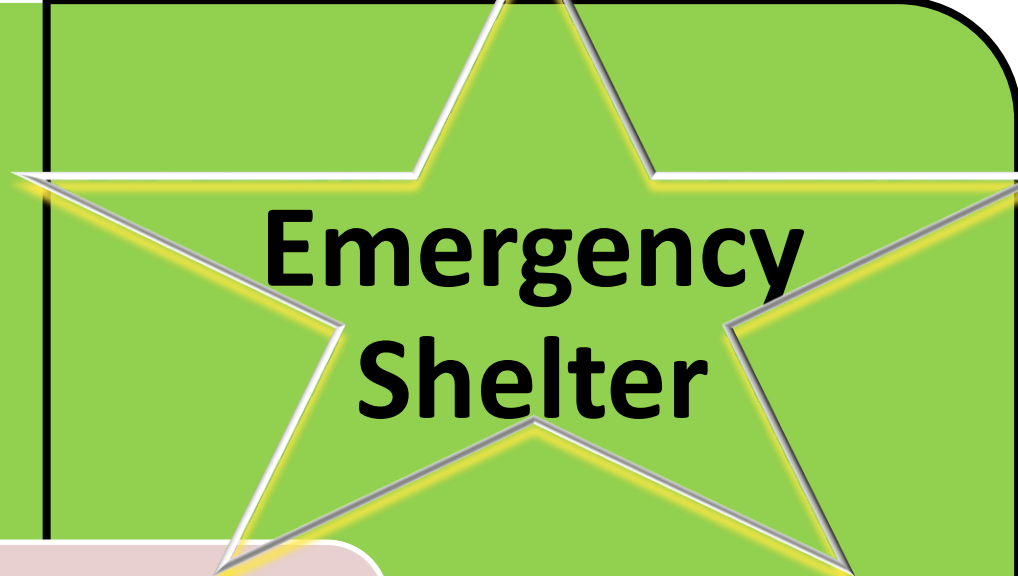
Coordinated Access and PATHS

(HIFIS & SPDAT)

#2 (2017)

Mobile Housing Support
(designing new team-based model)

Housing Resource Centres & Housing Help Hubs
(next for redesign)

The "Before": Connected, but Uncoordinated

Street Outreach

Affordable Housing & Supportive Housing

Transitional Housing
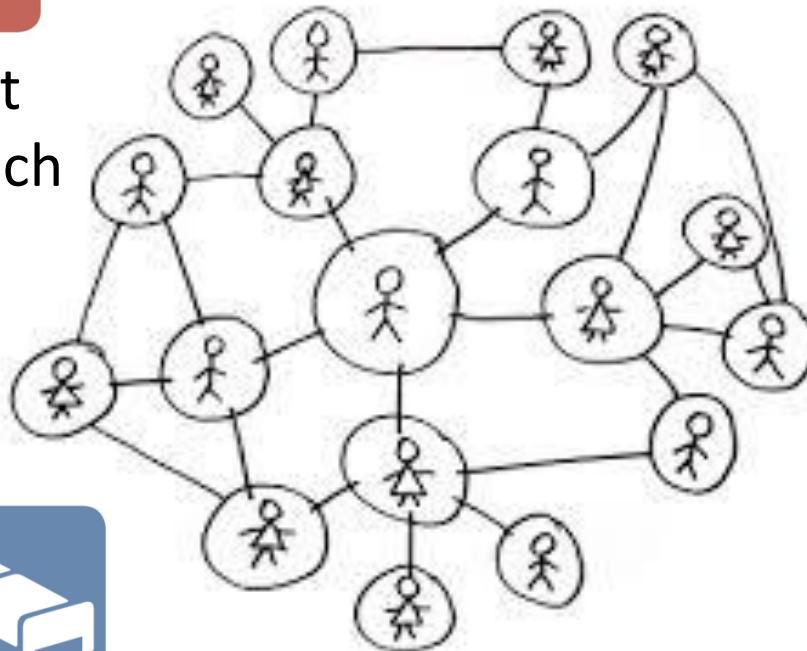
Emergency Shelter

Housing Help

Working To Be Better Aligned & Coordinated

ES Framework

Development Process: 2013-2016

- Reviewed investments, policies, practices

- Environmental scan and new learning

- Extensive consultation

  - Meetings: 16 Working Group + 4 sets with agencies

  - Input from support workers and program participants

  - 6 surveys (providers and broad community input)

  - 3 open community forums + 4 stakeholder meetings

  - 4 drafts out for review

ES Framework – What It Includes

- History and context for local shelter services

- New program description

  - Policy direction

  - Definition and purpose

  - Scope of activities under four new service objectives

  - 10 core elements

  - New funding model

- Implementation next steps

The "ABCs of Shelter Policy"
New Shelter Design & Policy Direction

Avoid a shelter stay wherever possible

Align policies and practices to prevent homelessness.

Be housing-focused.

Bring together quality shelter services

Be accessible, safe, and strengths-based.

Balance shelter demand with limited shelter resources.

Community resolves complex housing issues

Collaborate to address unmet housing stability needs.

"7 Steps of Shelter Service"

1. Explore **diversion** options

2. Offer **space in region**

3. Within 48 hours, develop or update **Housing Plan**

4. Have **daily intentional housing conversations;** refer to Toolkit, Hubs, Resource Centres, Street Outreach

5. Monitor **Housing Plan** progress; when needed, **assess** to inform next steps

6. As needed, engage **circles of support** for finding housing

7. Support discharges

PAST	APRIL 1st / FUTURE
No single source of information – lots of myths	Clear, transparent ES Framework
People felt they needed to access shelter for non-shelter services	Non-shelter services never tied to a stay
Inconsistent approaches and levels of support - not aligned toward housing	Length of stay and services tailored to individualized Housing Plan
People bounced between shelters – sometimes "fell through the cracks", had to repeat their story	Consistent diversion, intake and discharge processes and materials – integrated database – coordinated access to more support

Family Shelter Diversion Results

- 524 families served

- ↓ 48% families accessing shelter

- ↓ 48% in average length of stay

- ↓ 68% in average cost to serve a family

Diverted from Shelter 64%

Shelter Stay 22%

Housing Help 14%
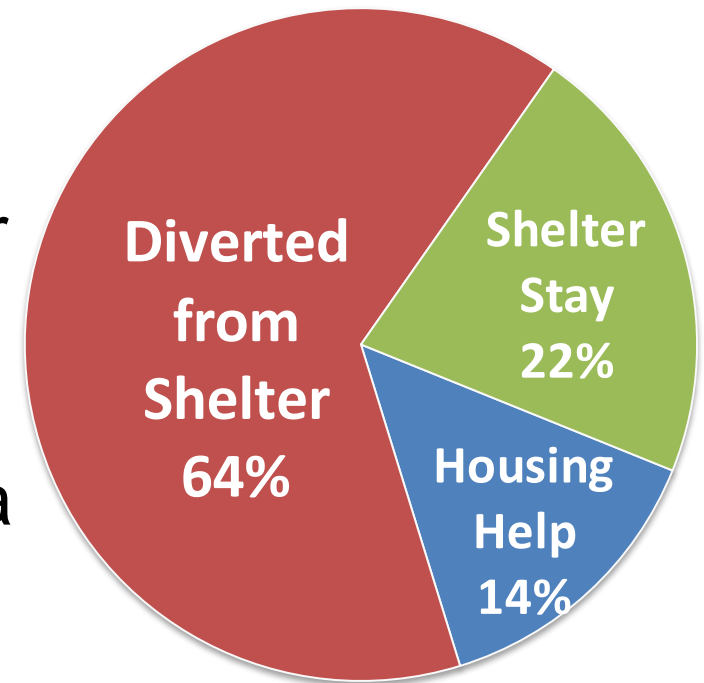
PRIORTIZED ACCESS TO HOUSING SUPPORT (PATHS)

PATHS Partners

While waiting for housing support, people continue to be served through Housing Resource Centres, Emergency Shelter and Street Outreach. They may also be waiting for a Community Housing offer.

PATHS Priority List

Acuity + Homelessness

Shorter-Term Mobile Housing Support (Level 3)

Longer-Term Mobile Housing Support (Level 4)

Supportive Housing (Level 4)

Other System Partner Resources

Moving from Thinking to Doing

- [Framework](#) + [summary](#)
- Agreements April 1, 2017
- Communication Plan
- 2 years+ to implement
- Update Shelter Framework

We Believe…

Everyone should have a safe and accessible place to go when in need.

Emergency shelter provides an essential service – helping people meet their basic needs and find a permanent home.

Having adequate housing and support reduces the need for emergency shelter.

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BY CHANGING
Nothing
NOTHING
CHANGES
-TONY ROBBINS

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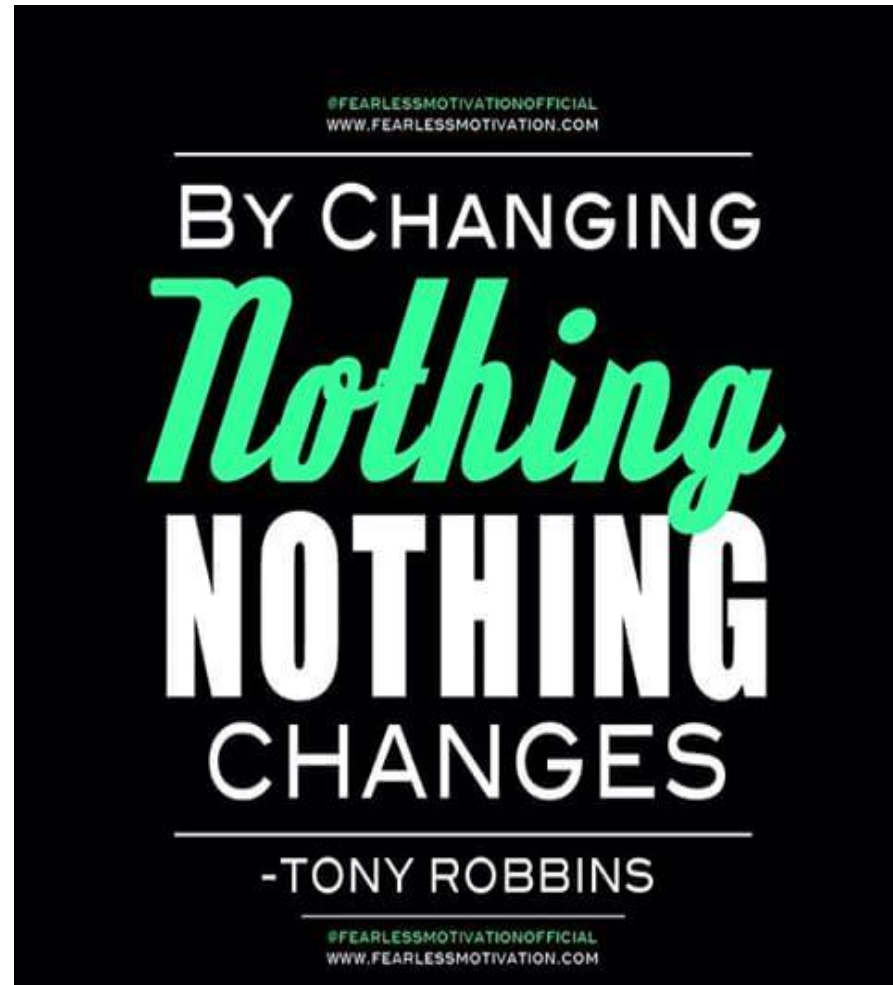
Region of Waterloo Emergency Shelter Framework Implementation

Brad Berg, Social Planning Associate:
Region of Waterloo Community Services
Housing Services Division

Region of Waterloo
COMMUNITY SERVICES

The implementation plan overall

- Communication
- Update and/or develop operational policies and protocols to align with framework, ABCs and Seven Steps
- Evaluate pilots, funding model
- Support staff capacity through training and job aides

What have we done so far? 6 months in…
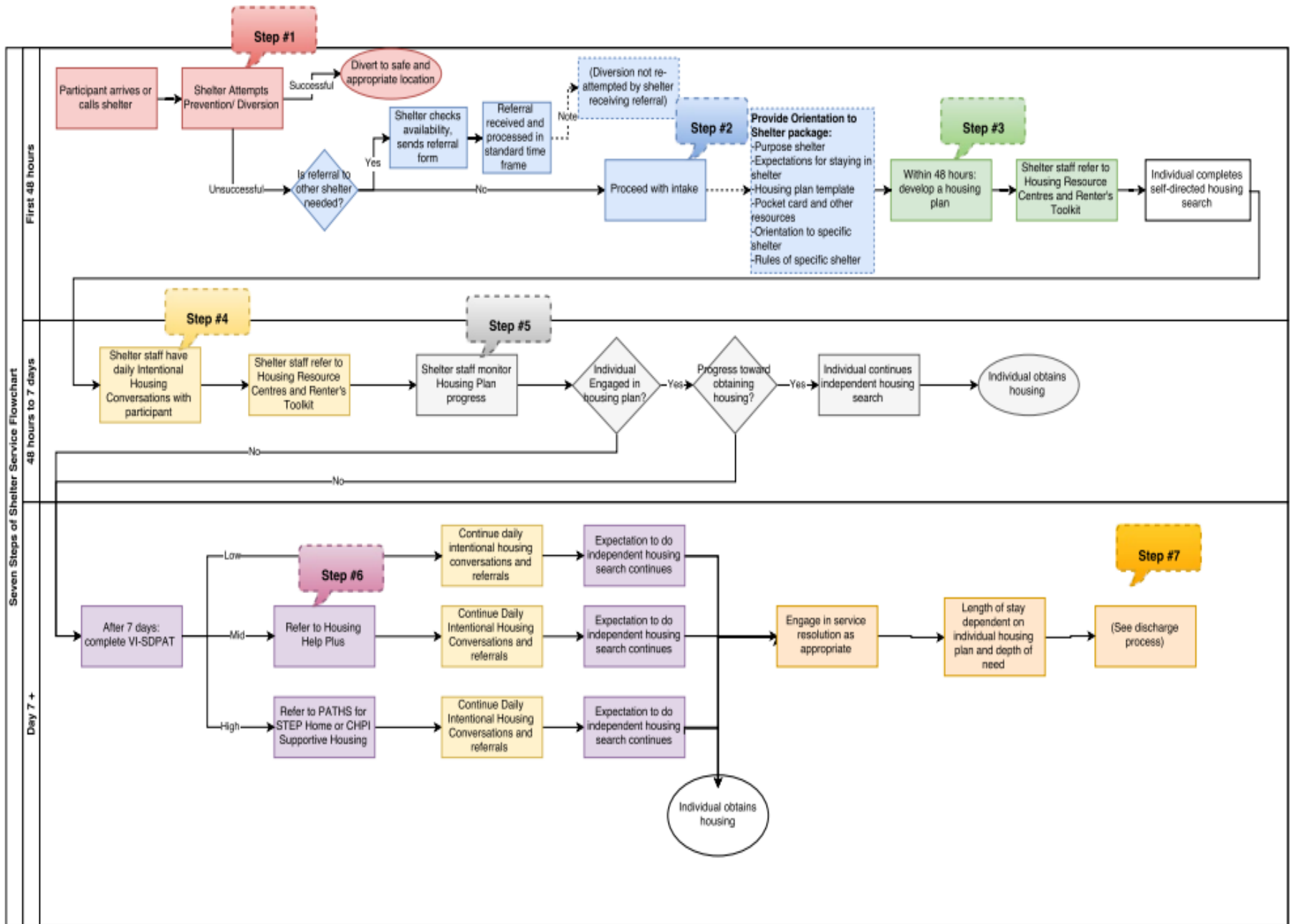
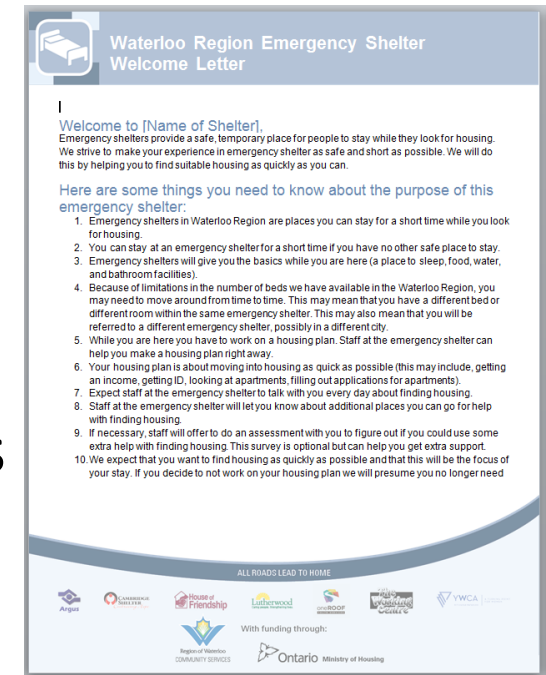- Started a working group
- Workflow mapping

Seven Steps of Shelter Service Flowchart

First 48 hours

Step #1

Participant arrives or calls shelter → Shelter Attempts Prevention/ Diversion

Successful → Divert to safe and appropriate location

Unsuccessful → Is referral to other shelter needed?

Yes → Shelter checks availability, sends referral form → Referral received and processed in standard time frame → (Diversion not re-attempted by shelter receiving referral) — Note

No → Proceed with intake

Step #2

Provide Orientation to Shelter package:
-Purpose shelter
-Expectations for staying in shelter
-Housing plan template
-Pocket card and other resources
-Orientation to specific shelter
-Rules of specific shelter

Step #3

Within 48 hours: develop a housing plan → Shelter staff refer to Housing Resource Centres and Renter's Toolkit → Individual completes self-directed housing search

48 hours to 7 days

Step #4

Shelter staff have daily Intentional Housing Conversations with participant → Shelter staff refer to Housing Resource Centres and Renter's Toolkit →

Step #5

Shelter staff monitor Housing Plan progress → Individual Engaged in housing plan?

Yes → Progress toward obtaining housing?

Yes → Individual continues independent housing search → Individual obtains housing

No → (loops back)

No → (loops back)

Day 7 +

After 7 days: complete VI-SDPAT

Low → Step #6 → Continue daily intentional housing conversations and referrals → Expectation to do independent housing search continues

Mid → Refer to Housing Help Plus → Continue Daily Intentional Housing Conversations and referrals → Expectation to do independent housing search continues

High → Refer to PATHS for STEP Home or CHPI Supportive Housing → Continue Daily Intentional Housing Conversations and referrals → Expectation to do independent housing search continues

→ Engage in service resolution as appropriate → Length of stay dependent on individual housing plan and depth of need

Step #7

→ (See discharge process)

Individual obtains housing

What have we done so far? 6 months in…

- Started a working group
- Workflow mapping
- Common intake key messaging
- Shelter prevention and diversion
- Initial focus on longer stays
- Daily intentional housing conversations
- Referral processes
- Talking a lot
  - Among shelters/ service manager
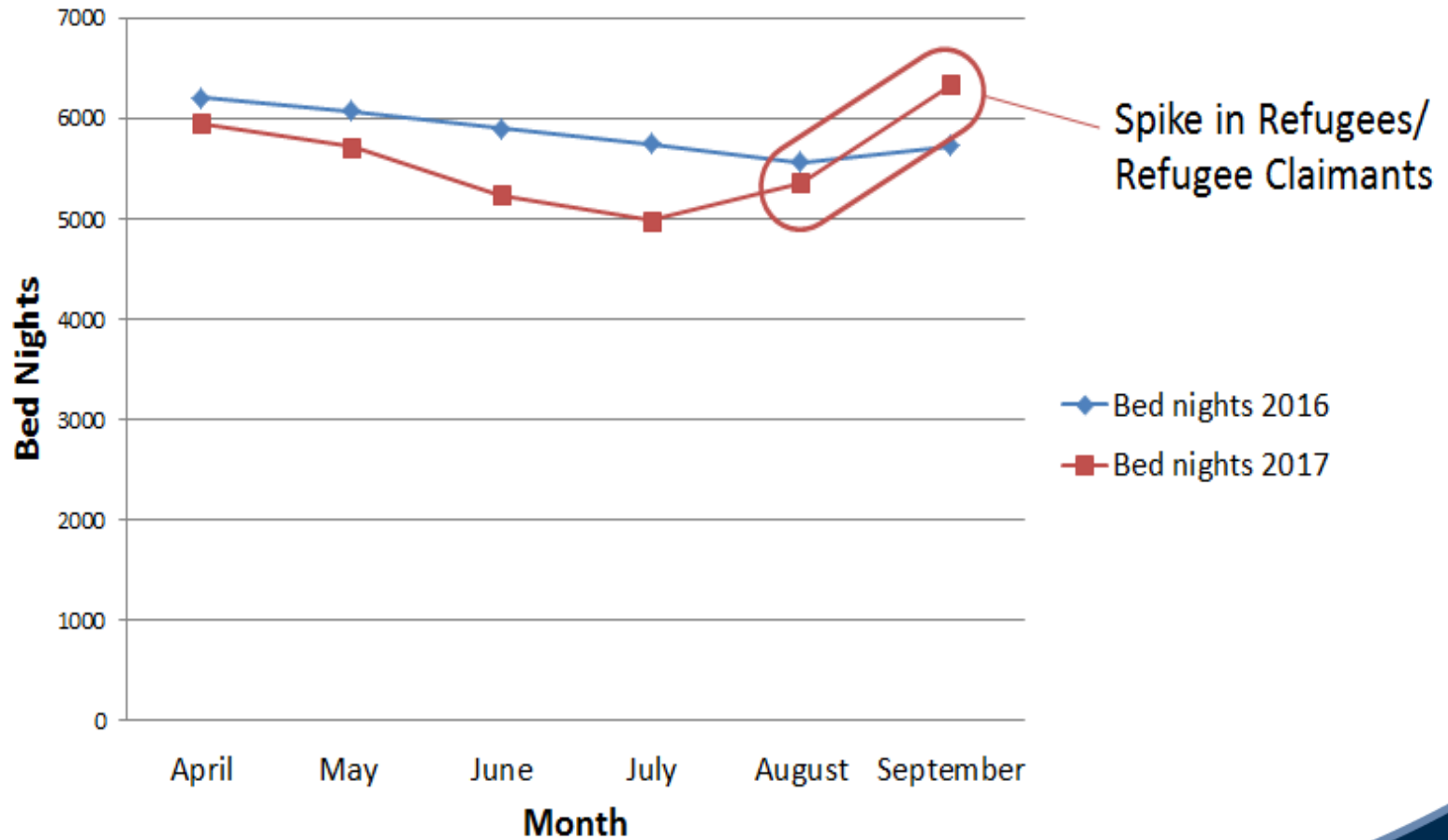 - With community partners/systems

Initial data on the impact…

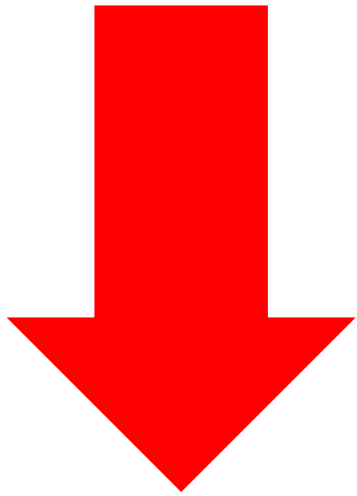Number of Bed Nights per Month, Emergency Shelters, Waterloo Region: 2016 vs 2017

$75,000

What have we learned so far?

- Communication

- Time

- Systems challenges

- Resources

- Youth

- Possible new gaps identified

- Complements other initiatives underway

ALL ROADS LEAD TO HOME

What do we still need to figure out?

- Refugees and refugee claimants
- End of stay
- The 15%
- Funding
- Coordinated access

What should you consider?

- Read our framework - take what you need
- Engage your partners – youth shelters, family shelters, adult shelters
- Engage other systems/services
- Take the time needed
- And take the leap!

Contact Information

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