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LEARNING COMMUNITIES RESOURCE CENTER

Putting A System Together: Examining Core Homeless Service Interventions

May 9, 2018: 2 PM ET



Learning Communities Resource Center

The Promise of Community Action

Community Action changes people's lives,
embodies the spirit of hope,
improves communities, and
makes America a better place to live.

We care about the entire community and
we are dedicated to helping people
help themselves and each other.

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THE LEARNING COMMUNITY

Building Capacity to Increase Impact

***Purpose**: The purpose of the LCRC is to analyze Community Action outcomes and identify effective, promising, and innovative practice models that alleviate the causes and conditions of poverty.*

BUILD CAA CAPACITY TO FIGHT POVERTY!

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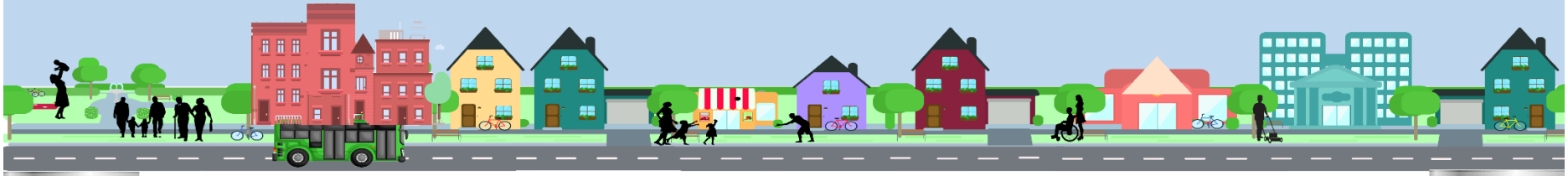
The National Community Action Network Theory of Change

Community Action Goals

Goal 1: Individuals and families with low incomes are stable and achieve economic security.

Goal 2: Communities where people with low incomes live are healthy and offer economic opportunity.

Goal 3: People with low incomes are engaged and active in building opportunities in communities.



Services and Strategies

Employment





Education & Cognitive Development

Income, Infrastructure & Asset Building





Housing

Health/Social Behavioral Development





Civic Engagement & Community Involvement

Core Principles

- Recognize the complexity of the issues of poverty
- Build local solutions specific to local needs
- Support family stability as a foundation for economic security
- Advocate for systemic change
- Pursue positive individual, family, and community level change
- Maximize involvement of people with low incomes
- Engage local community partners and citizens in solutions
- Leverage state, federal, and community resources

Performance Management

How well does the network operate?

- Local Organizational Standards
- State and Federal Accountability Measures
- Results Oriented Management and Accountability System

What difference does the network make?

- Individual and Family National Performance Indicators
- Community National Performance Indicators

A national network of over 1,000 high performing Community Action Agencies, State Associations, State offices, and Federal partners supported by the Community Services Block Grant (CSBG) to mobilize communities to fight poverty.

This publication was created by NASCSP in the performance of the U.S. Department of Health and Human Services, Administration for Children and Families, Office of Community Services, Grant Number 90ET0451.

THE LEARNING COMMUNITY

Open LCGs

- Health Intersections
- **Decreasing Homelessness**
- Results at the Community Level
- Cultivating Data Centered Organizations

Intensive LCGs

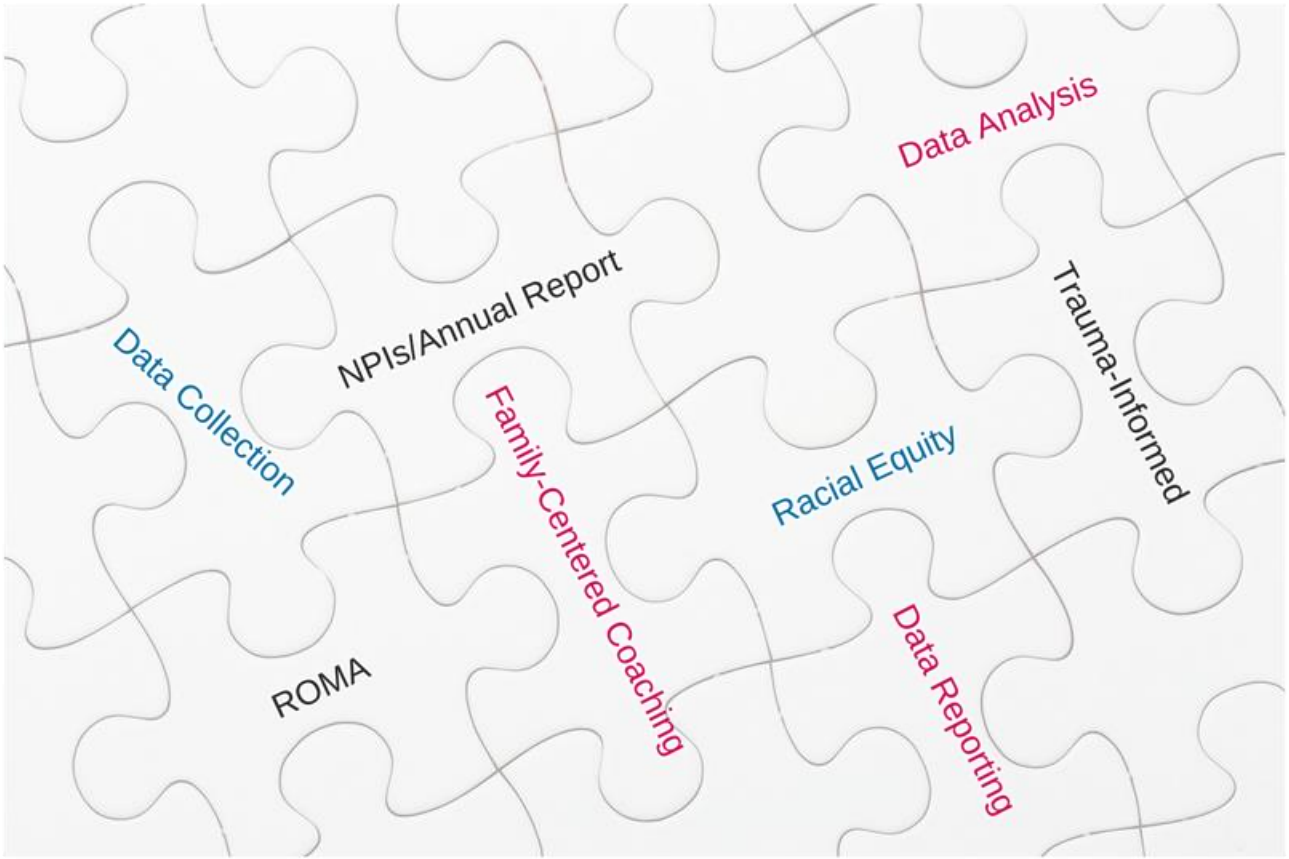
- Integrated Services to Improve Impact
- Financial Empowerment for Families
- Whole Family Approaches for Economic Mobility from Poverty 1.0

Communities of Practice

- Rural Integration Model for Parents and Children to Thrive (IMPACT)
- Whole Family Approaches for Economic Mobility from Poverty 2.0

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FRAMEWORK COMPONENTS:



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A DEFINITION

*"**Learning communities** provide a space and a structure for people to align around a shared goal. Effective communities are both aspirational and practical. They connect people, organizations, and systems that are eager to learn and work across boundaries, all the while holding members accountable to a common agenda, metrics, and outcomes. These communities enable participants to share results and learn from each other, thereby improving their ability to achieve rapid yet significant progress."*

- Harvard Center on the Developing Child

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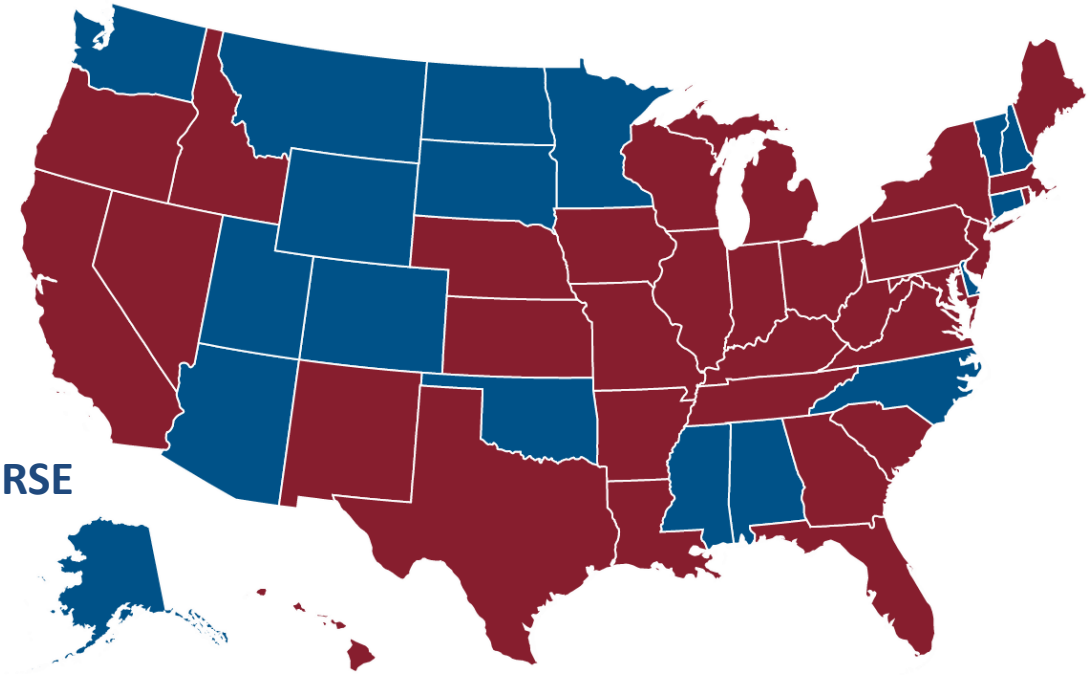
THE LEARNING COMMUNITY

All 11 Regions - 33 States - 407 Counties

are Represented in the Learning Community

FIELD LEADERS

RURAL



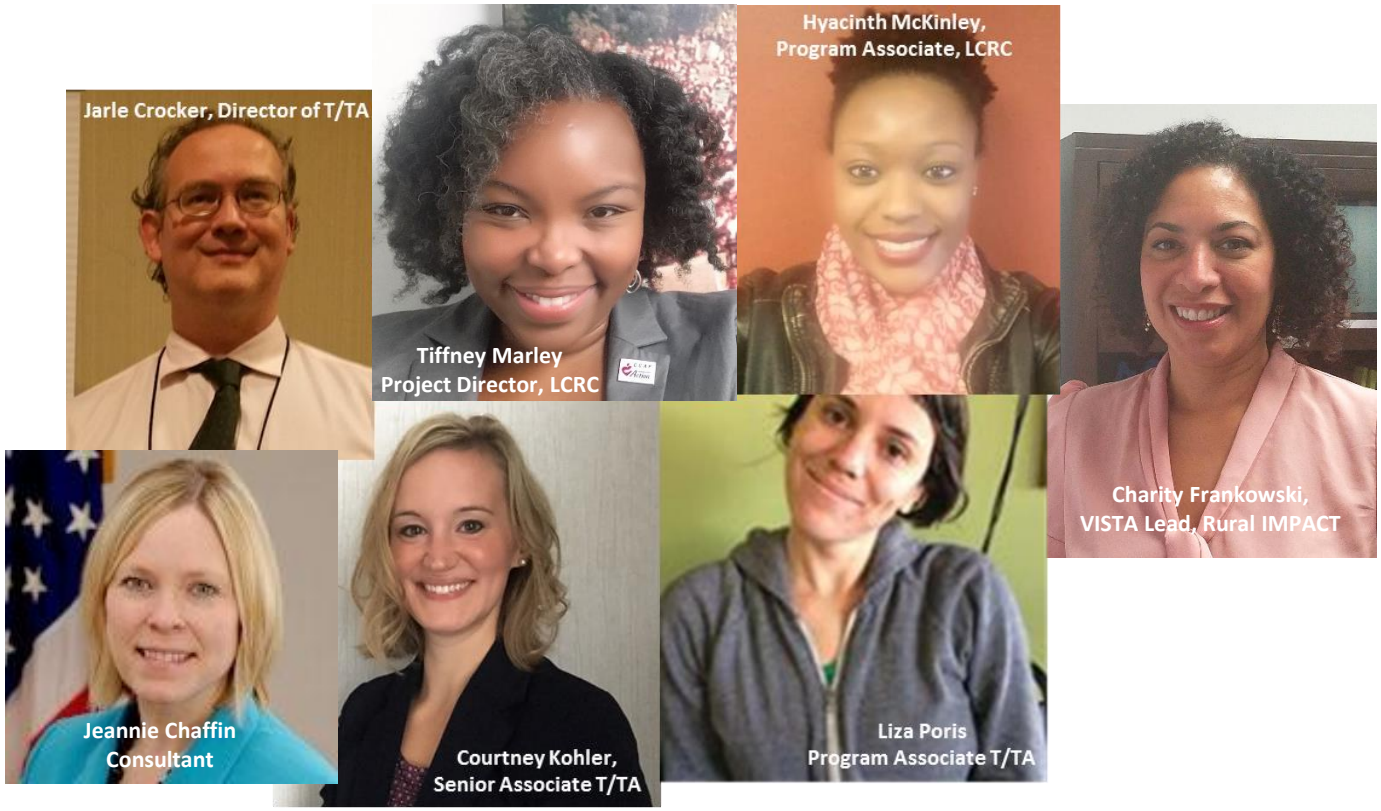
URBAN

CULTURALLY DIVERSE

Total individuals served: 1,640,775

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LCRC TEAM



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SUBJECT MATTER EXPERTS



The National Alliance to End Homelessness

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TODAY'S FACILITATORS



Mary Gable
Program and Policy Analyst
National Alliance to End Homelessness (NAEH)



Kay Moshier McDivitt
Senior Technical Assistance Specialist
National Alliance to End Homelessness (NAEH)

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National Alliance to End Homelessness

2018 NAEH Community Action Partnership Learning Community

Putting a System Together: Examining Core Homeless Service Interventions Webinar

May 9, 2018

Today's Agenda

- Welcome and Introduction
  - Mary Gable, Program and Policy Analyst
- Community Action Partnership Learning Community Overview
  - Mary Gable, Program and Policy Analyst
- Putting a System Together: Examining Core Homeless Service Interventions
  - Kay Moshier McDivitt, Senior Technical Assistance Specialist
- Q&A
- Next Steps

COMMUNITY ACTION PARTNERSHIP LEARNING COMMUNITY OVERVIEW

Mary Gable, Program and Policy Analyst

CAP Learning Community

- Over the coming year, the National Alliance to End Homelessness and Community Action Partnership want to work with Community Action Agencies to understand how to implement effective homeless service interventions and systems that end homelessness in rural areas.
- What are the key lessons learned, how do communities overcome challenges in large geographic areas (or balance of state jurisdictions), and how are Community Action Agencies leading the way?

CAP Learning Community

- Community Action Agencies play a significant role in rural communities
  - May be one of few service providers
  - May be the Continuum of Care lead agency
  - Often provide various components of the homeless system
  - Can partner with a larger homeless assistance system

Community Action Programs That Can Support the Homeless System

CAA Services and Supports	
Service/Support	Description
One-time moving costs	Moving costs and security deposits
Child Care	Operation and child care vouchers
Education Services	Consumer education, health education, substance abuse prevention, literacy, ESL, & GED
Employment Assistance & Job Training	Learning skills; reasonable stipends; employment screening, assessment, & testing; structured & job-seeking skills; special training & tutoring; books & instructional materials
Food	Food banks, food pantries, food distribution events, and other food and nutrition programs
Housing Search/Counseling	Tenant counseling & education, mediation with property owners, credit counseling, & rental application fees
Legal Services	Charged by a licensed attorney for the purposes of obtaining and retaining housing
Life Skills Training	Budgeting & money management, household management, conflict management, shopping for food & other needed items, nutrition, use of public transportation, parenting classes
Mental health services	Counseling, psychiatric evaluations & medication management, learning challenges & disabilities testing
Outpatient health services	Outpatient addiction and mental health services for adults, adolescents, and children affected by substance abuse and mental health issues
Substance abuse treatment	Drug & alcohol education classes, comprehensive prevention and treatment services
Transportation	Cost to provide transportation to/fro any of these eligible services, car repairs
Utility assistance	Assistance for utility deposits or utility payments

Today's Webinar

- Setting the Stage
- Focus on Core Homeless System Interventions for Effectively Ending Homelessness

PUTTING A SYSTEM TOGETHER: EXAMINING CORE HOMELESS SERVICE INTERVENTIONS

Kay Moshier McDivitt,
Senior Technical Assistance Specialist

An Effective Crisis Response System that ***Ends Homelessness***

- Homelessness is rare, brief, and non-recurring
- Housing-focused system: all interventions quickly end the episode of homelessness and move people to permanent housing
- Right mix of interventions that match the needs
- It is easily understood and navigated by persons experiencing homelessness

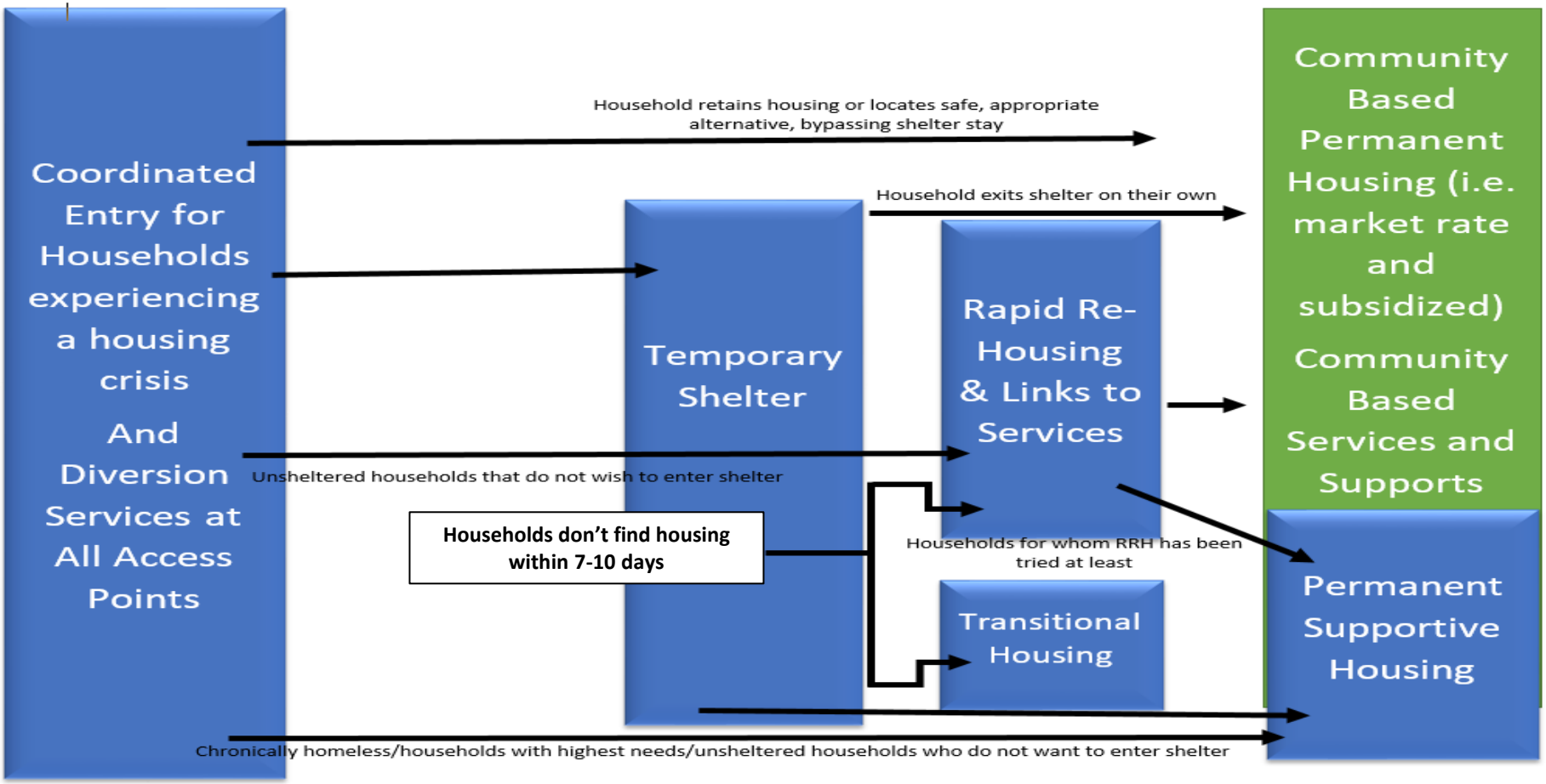
An Effective Crisis Response System that *Ends Homelessness AND is Housing-Focused*

- Uses ONLY interventions that end homelessness as quickly as possible
- Allocates all resources (not just HUD) to most cost-effective and efficient strategies that quickly re-house all homeless people
- Begins the conversation about re-housing as soon as someone becomes homeless
- Targets services to those with highest housing barriers
- Uses practices informed by data and research

Elements of an Effective Systemic Response

- Housing First Orientation
- Coordinated Entry that includes outreach, diversion, and prioritization
- Emergency/Crisis Housing and Crisis Services
- Quick Return to Housing with Rapid Re-Housing, Permanent Supportive Housing, and Mainstream Housing Options
- Access to Stabilization Supports

Example of an Effective Homeless System



FOCUS SHIFT TO SYSTEM OUTCOMES:

Which projects are helping your community reduce homelessness?



- Are projects aligned with Housing First?
- How does your community prioritize the most vulnerable?
- Do you have enough rapid re-housing?
- Do you have enough crisis beds?
- Is transitional housing being used for the people who need it most?
- Which projects are performing well on these outcomes?
- Which projects are the most cost-effective?

Paradigm Shift for CAAs

- Ending Homelessness vs. Ending Poverty
- System Effectiveness vs. Agency Successes
- Shelter Front Door Diversion vs. Eviction Prevention
- Housing First vs. Housing Ready
- Coordinated Entry Prioritization vs. Agency Prioritization
  - Prioritize Highest-Barrier Households vs. Households Most Likely to Succeed

Housing First Orientation

Shift from the traditional *housing ready* approach



Housing First

- Housing First is a paradigm shift from the traditional *housing ready* approach.
- It follows a basic principle—that *everyone* is ready for housing, regardless of the complexity or severity of their needs.
- Housing First is not a “program,” it is a system-wide orientation and response.

Ann Oliva – SNAPS Weekly Focus

Housing First

- Few to no programmatic prerequisites to shelter and permanent housing entry
- Low-barrier admission policies
- **Rapid** and streamlined entry into permanent housing
- Supportive services are voluntary
- Tenants have full rights, responsibilities, and legal protections
- Practices and policies to prevent dismissals, lease violations, and evictions
- Applicable in a variety of housing models

Housing First Practice in Your Crisis Response System

- Orients all programs and services towards a housing first approach to prevent and end homelessness as quickly as possible
- Allocates resources to most effective and cost-efficient strategies that swiftly re-house households
- Conversation to re-house begins as soon as a household becomes literally homeless
- Targets services effectively to those with highest barriers
- Empowers the consumer
- Uses practices backed up by data and research

Coordinated System Entry

That Includes Diversion, Outreach, and Prioritization



Coordinated Entry

DEFINITION: The purpose of a Coordinated Entry System (CES) is to align providers and resources within a system to ensure every person experiencing homelessness is accounted for and helped with the most appropriate and available support…and in the fastest way possible.

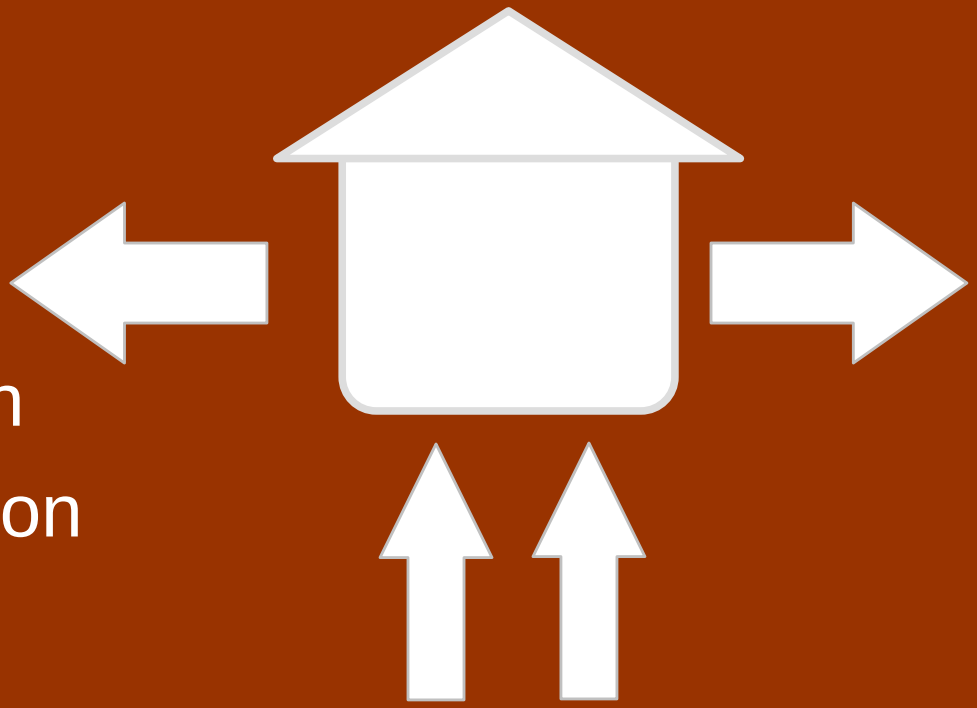
Coordinated Entry

What role does coordinated entry play in improving system outcomes?

- Provides a streamlined and transparent system of access to **crisis and permanent housing**
- Provides fair and equal access to crisis response services and housing with standardized assessment and referral
- **Prioritizes** and allocates resources more effectively
- Ensure diversion to safe alternatives to shelter, quick access to shelter for those who need it most with quick matching to **permanent housing**
- **Closes "side doors" to shelter and programs**
- **Reduces waiting lists and length of homelessness**

Coordinated Entry Process

- Diversion
- Crisis Resolution
- Prioritization



- Crisis Beds
- Re-Housing

People With Housing Crisis Seeking Shelter

Coordinated Entry: Referral



- **Do not** serve people on a first-come, first-serve basis
- **Prioritize** people with more severe service needs/most vulnerable
- Prioritization of the most vulnerable people is defined locally

- *Uniform across projects*
- *No screening out*
- *For CoC and ESG projects, CE is only referral source*



Homelessness Diversion

- Diversion prevents homelessness for people seeking shelter by helping them identify immediate alternate housing arrangements and, if necessary, connecting them with services and financial assistance to help them retain or return to housing.
- Diversion is NOT a separate “program” but rather part of the entire system – problem solving and solution-focused.
- Diversion should always be safe and appropriate for the client.
- Every Coordinated Entry contact begins with a problem-solving conversation assessing safe alternatives to shelter.

Crisis Beds

With access to Crisis Services



Emergency/Crisis Housing

Definition:

Safe, appropriate, and immediate temporary low-barrier and housing-focused shelter, for people who have no viable alternatives, that serves as a first step to being quickly and permanently re-housed



Emergency/Crisis Housing

What role does emergency shelter/crisis housing play in improving system outcomes?

- Ensures all individuals and households experiencing homelessness have a safe, decent place to stay that is immediately accessible while focusing on exiting people to housing
- Provides a housing-focused environment and support to access housing within shelter or connections to rapid re-housing and other housing resources for quick exits to housing
- Contributes to the performance of the system:
  - Length of time people spend homeless
  - % of people exiting to housing vs. exiting to homelessness
  - Returns to homelessness



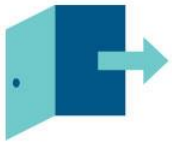
HOUSING FIRST APPROACH



SAFE & APPROPRIATE DIVERSION



IMMEDIATE & LOW-BARRIER ACCESS



HOUSING-FOCUSED, RAPID EXIT SERVICES



DATA TO MEASURE PERFORMANCE





Quick Returns to Permanent Housing

Role of Rapid Re-Housing and Permanent Supportive Housing



Quick Return to Permanent Housing
Rapid Re-Housing

Definition:

A permanent housing intervention designed to return households to permanent housing quickly through the use of **temporary rental assistance, housing search assistance, voluntary home-based case management, and connection to mainstream resources.**

Quick Return to Permanent Housing
Rapid Re-Housing

What role does rapid re-housing play in improving system outcomes?

- Creates system flow by moving people from the streets and shelter into permanent housing quickly
- Shortens the length of time people spend homeless
- Decreases returns to homelessness

Quick Return to Permanent Housing
Rapid Re-Housing

System Perspective

- Major component of the crisis response system portfolio, not just a “program”
- System-wide policies and procedures
- Not a “one size fits all” model
- Progressive engagement with a housing first approach
- Embraces the 3 core components of Rapid Re-Housing
- Short-term, individualized, shallow subsidy
- Rapid re-housing is rapid

Rapid Re-Housing (RRH) **ends homelessness** for families and individuals.

RRH HELPS



FIND HOUSING

Help people quickly find housing within one month or less.

PAY FOR HOUSING

Help people pay for housing short term; longer-term help an option.

STAY IN HOUSING

Help access services so people can stay in housing.

The **Core Components** of Rapid Re-Housing help people **find** housing fast, **pay** for housing, and **stay** in housing.

Quick Return to Permanent Housing
Permanent Supportive Housing

Definition:

- Subsidized housing designed for people experiencing chronic homelessness with very low incomes and chronic, disabling health conditions
- Provides voluntary access to a flexible and comprehensive array of supportive services
- Places no limits on length of tenancy as long as terms and conditions of the lease or agreement are met
- Units are prioritized to house a community's most vulnerable people with a housing first approach

Quick Return to Permanent Housing
Permanent Supportive Housing

What role does permanent supportive housing play in improving system outcomes?

- Provides a permanent housing subsidy and intensive supports for people with the greatest needs
- Decreases returns to homelessness
- Provides a housing solution for people who have been housed through RRH one or more times but show a need for more permanent assistance (Progressive Engagement)

Quick Return to Permanent Housing
Permanent Supportive Housing

System Perspective

- Uses system-wide policies and procedures
- Prioritizes chronically homeless people
- Screens people in, not out – low demand
- Practices a Housing First approach for all units

Access to Stabilization Supports

Connections to Mainstream, Community, and Natural Support Systems



Access to Stabilization Supports

Definition:

Access to stabilization supports helps people further stabilize in housing, resolve future crisis, connect to community supports, prevent eviction and avoid returns to homelessness.

Access to Stabilization Supports
Best Practice

Systems Perspective

- Uses strengths-based approaches
  - Help them plan to resolve a future crisis
- Connects people with existing community resources for stabilization
- Builds partnerships with community mainstream systems
  - Income and employment
- Recognizes natural supports for households
- Ensures tenancy skills and housing stabilization
- Decreases returns to homelessness

Community Action Agencies

Role in Ending Homelessness



What is System Flow

An efficient and coordinated process that moves people from homelessness to housing as quickly as possible.

A Stuck System

- Unchanging or increasing number of unsheltered people
- Waitlist for shelter
- Long lengths of stay in shelter (more than 30 days)
- High percentage of exits from shelter back into homelessness
- Average length of homelessness is not decreasing
- Long waitlists for RRH, PSH
- No diversion strategy in place

Characteristic of a System with Good Flow

- **Low-Barrier and Housing-Focused** Crisis Beds
- **Enough rapid re-housing** and other housing interventions to match the needs of people in a community to decrease number of people experiencing homelessness and the average length of homelessness across the system
- Utilization of long-term and intensive resources, such as PSH and vouchers, reserved only for small number of people who most need those to exit homelessness
- Strong connections to internal and external system partners, services, and mainstream agency benefits and networks to promote longer-term housing stability

Community Action Agencies in Homeless Service Systems: Making Systems Work

- Lead and coordinate homeless service systems locally or across large geographic area
- Participate in the leadership/planning of homeless service delivery for region
- Serve as a convener to develop a more systemic response to homelessness, bringing in new public/private partners
- Actively participate in Coordinated Entry

Community Action Agencies in the System

- Provide critical component of the homeless service system – rapid re-housing, diversion (with prevention resources)
- Implement new promising approaches to homelessness not yet available in community (e.g. host homes for youth)
- Lead or participate in local, state, and federal advocacy to increase resources and improve services to people at risk of homelessness
- Ensure CAP agency services (e.g. Head Start, weatherization, employment services, LIHEAP, eviction prevention or utility deposits/arrears help) are well-coordinated with homeless service system and reach households who are homeless

Q&A and Next Steps



Looking Forward

Please share with us

- Specific successes in partnering in the Continuum of Care
- Lessons that would highlight practices
- Particular challenges (rural areas) you would like to see as a webinar focus

Contact Us!

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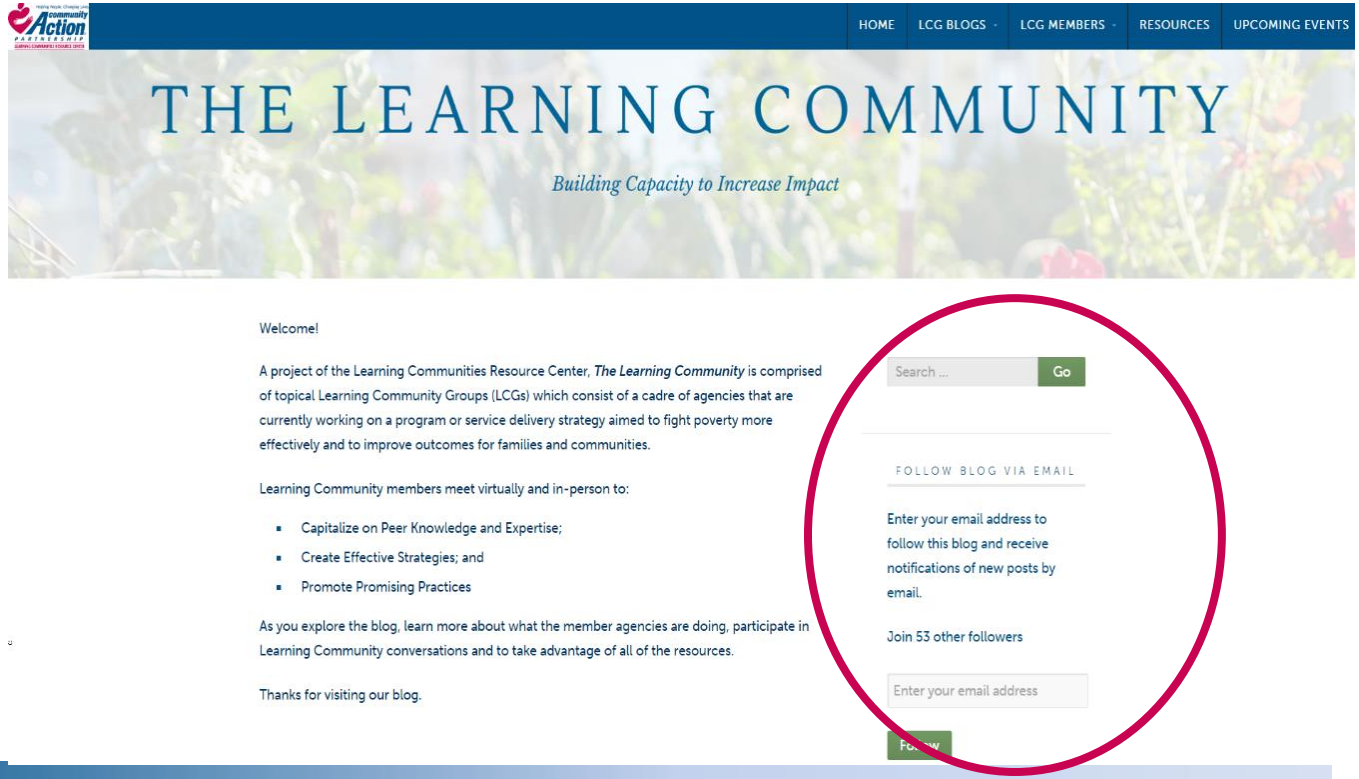
Open Chat and Questions



Follow the Learning Community Blog

Visit: www.lcrcweb.com

and Subscribe!



CSBG TTA Resource Center

T/TA Submission
Submit a request for training or technical assistance. We will confidentially help you identify issues or areas of improvement, point to resources, and connect you with those that can help.

Consultant Bank
Search through a screened list of consultants who offer T/TA in the CSBG Network.

Discussion Forum
Connect with your peers to ask questions, share experiences, and get announcements.

Resource Bank
Search for resources such as evidence based or informed programs and practices, toolkits and guidebooks, webinar recordings, and more.

Shared Calendar
View a calendar of events in the CSBG Network.

CSBG T/TA Resource Center

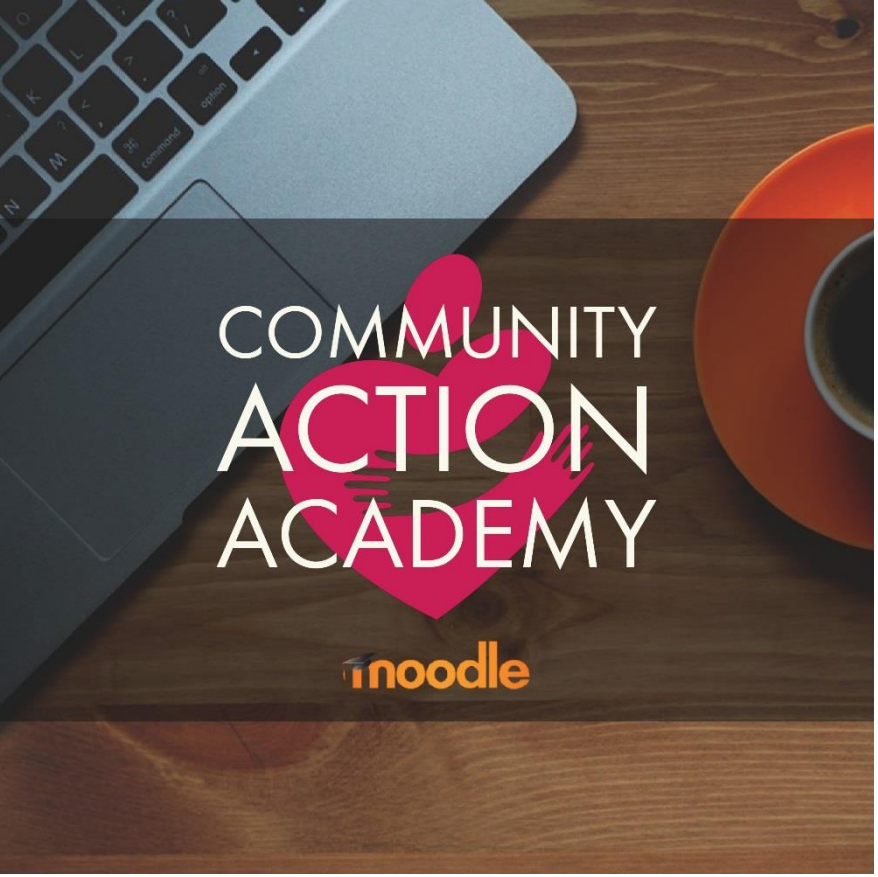
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Webinar Wednesdays!



https://www.communityactionpartnership.com/menus/webinars.html

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Stay Connected
Continue Learning

Join the online Community Action Academy!

Health Intersections

Free, online learning hub for the Community Action Network

1. Go to https://moodle.communityactionpartnership.com & create an account.
2. Once the account confirmation is complete (via email), login.
3. In the Course Categories box to the right of the screen, click Learning Communities.
4. Choose Open Learning Community Groups, then *Health Intersections.*

Engage through online discussion, accessing resources, and agency resource sharing!

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Meeting Schedule

- ~~May 9, 2018 at 2pm ET~~
- June 20, 2018 at 2pm ET (Register)
- August 8, 2018 at 2pm ET (Register)
- September 5, 2018 at 2pm ET (Register)

Introduction to Collective Impact

Wednesday, May 16 at 2:00pm ET

The term "collective impact" has become widely used in the social sector. But, what really is the collective impact approach, and how can it help us achieve our goals? This webinar will provide an overview of the collective impact approach, and will cover topics such as how the collective impact approach works, why collective impact is a valuable approach, the mindset shifts necessary for collective impact to succeed, and the readiness/necessary conditions for using the collective impact approach.

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