

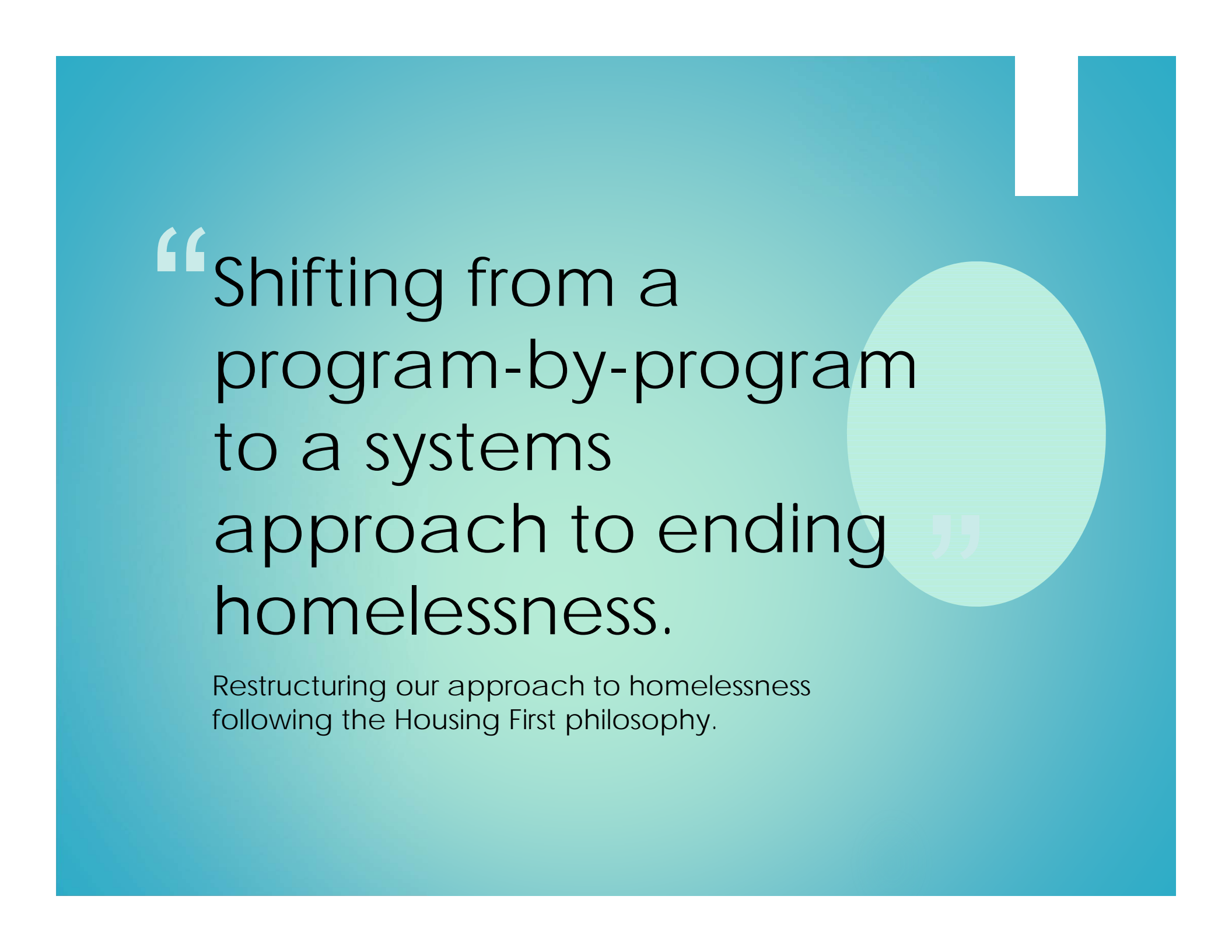
Ending Homelessness in Kamloops



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“Shifting from a program-by-program to a systems approach to ending homelessness.”

Restructuring our approach to homelessness following the Housing First philosophy.

Homelessness in Canada

- ▶ As many as 200,000 experiencing homelessness annually
- ▶ 1.3 million Canadians experienced homelessness or extreme housing instability in lifetime

HOMELESSNESS COSTS
THE CANADIAN ECONOMY
\$7 BILLION
ANNUALLY

THIS INCLUDES NOT ONLY
THE COST OF EMERGENCY
SHELTERS, BUT SOCIAL
SERVICES, HEALTH CARE
AND CORRECTIONS.

30,000 PEOPLE
ARE HOMELESS ON A GIVEN NIGHT



2,880
UNSHELTERED



14,400
STAYING IN
EMERGENCY SHELTERS

As many as

50,000 MAY BE
'HIDDEN HOMELESS'
ON ANY GIVEN NIGHT



4,464
TEMPORARY INSTITUTIONAL
ACCOMMODATION



7,350
STAYING IN VIOLENCE
AGAINST WOMEN SHELTERS

**Homeless-Serving
System
Restructuring**

**Programmatic
Intervention**

**Housing First
Philosophy**

Principles of Housing First

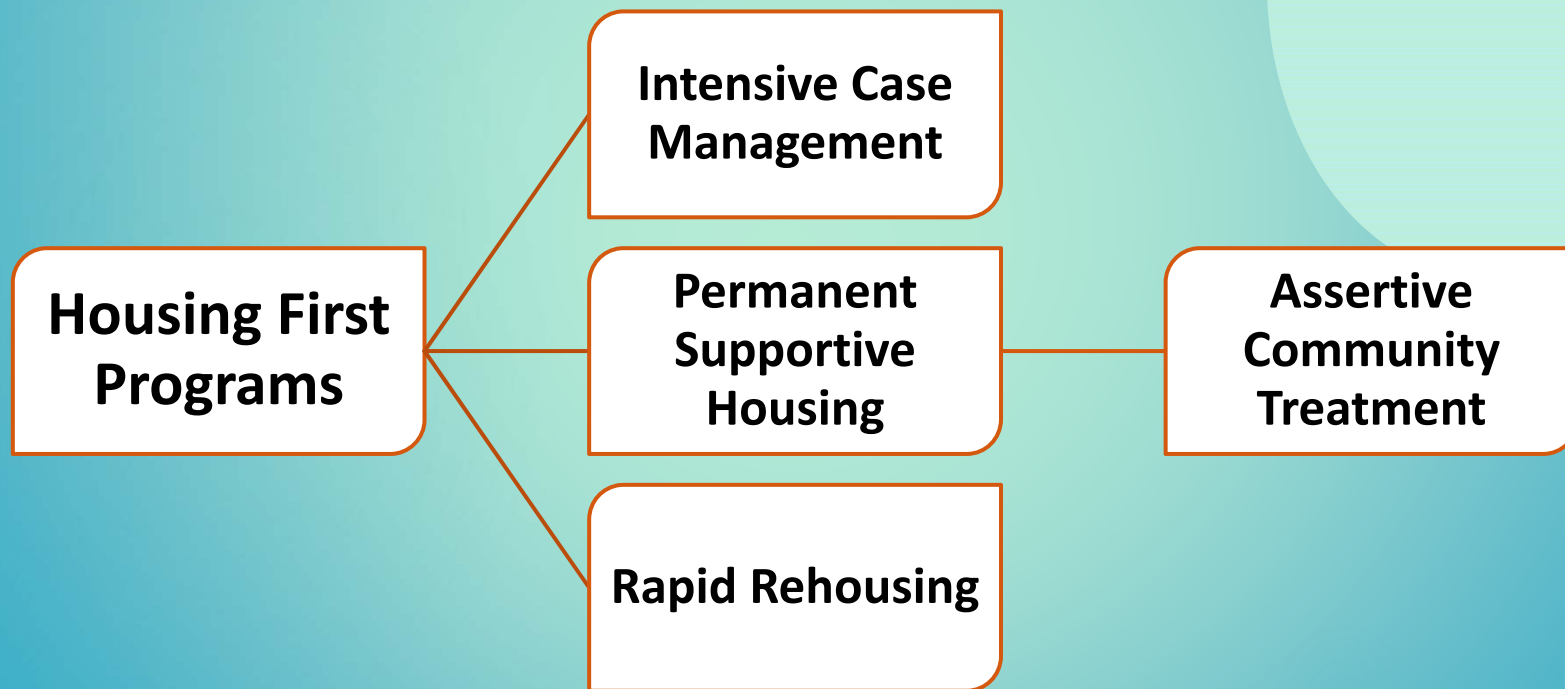
- ▶ Client choice philosophy and self-determination
- ▶ Separation of housing and services
- ▶ Housing is not conditional on sobriety or program participation (low barrier, harm reduction)
- ▶ Immediate access to permanent housing, with support necessary to sustain it
- ▶ Recovery orientation
- ▶ Community integration, social inclusion, self-sufficiency and improved quality of life and health

Success Factors

- ▶ Program model is tailored to the community and client
- ▶ Matching client with the right housing & support
- ▶ Simplifies access to services for clients
- ▶ Engaging mainstream services
- ▶ Maintaining fidelity to Housing First
- ▶ Training & technical assistance
- ▶ Adaptability and responsiveness
- ▶ Continuous improvement

Housing First Programs

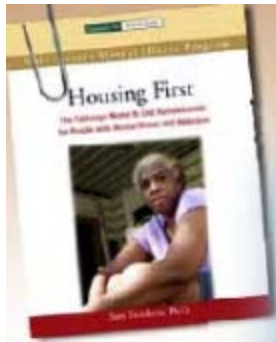
- ▶ Not just a mental health intervention
- ▶ Adaptable to client & community needs



Housing First in US



Housing First in Europe



Results across Canada

- ▶ **Calgary:** 11.4% decrease from 2008 to winter 2012; ~1% decrease from 2008 to summer 2012
- ▶ **Edmonton:** 30% decrease from 2008 to 2012
- ▶ **Fort McMurray:** 42% decrease 2008 to 2010
- ▶ **Lethbridge:** 64% decrease in overall homelessness & 93% reduction in street homelessness since 2008
- ▶ **Medicine Hat:** 40% reduction in shelter use 2008 to 2011
- ▶ **Toronto:** 51% decrease in street homelessness since 2006
- ▶ **Fredericton:** 30% reduction in emergency shelter use

Public System Impacts

Results from 6,600 Alberta Housing First clients:

- ▶ 61% fewer interactions with EMS
- ▶ 56% fewer emergency room visits
- ▶ 64% fewer days in hospital
- ▶ 59% fewer interactions with police
- ▶ 84% fewer days in jail
- ▶ 58% fewer court appearances

The Business Case

- ▶ **Pomeroy:** \$66,000 to \$120,000/person/year inst. response (e.g. prison, psychiatric hospitals) vs. \$13,000 to \$18,000 for supportive housing
- ▶ **Simon Fraser University:** \$55,000/person/year vs. housing and support costs of \$37,000
- ▶ **Calgary:** \$134,000/person/year for chronically homeless vs. housing & support \$10,000 to \$20,000/person/year
- ▶ **2007:** More than \$320 million is spent every year in Calgary; Cost of homelessness nationally = \$4.6 Billion/year
- ▶ **MHCC At home/ Chez Soi:** stay tuned!

Housing First and Plans to End Homelessness

- ▶ Shift from managing homelessness to ending it
- ▶ Close the front door; open the back door, build the infrastructure and get better data
- ▶ Plans to end homelessness in Calgary, Edmonton, Red Deer, Lethbridge, Grande Prairie, Fort McMurray, Victoria, Saskatoon, Winnipeg
- ▶ Alberta first & only province in Canada with plan to end homelessness...so far

The Planning Process

- ▶ Leadership of the unusual suspects
- ▶ Challenging the status quo
- ▶ Creating neutral ground to re-engage governments
- ▶ Building public and political support
- ▶ Credibility
- ▶ Focus & a sense of urgency
- ▶ Create freedom to take risk

Systems-focused Plan to End Homelessness

- ▶ Community plan aligned with system planning using Housing First.
- ▶ More than introducing Housing First programs.
- ▶ Sets out strategy to transform local service continuum using Housing First approach.



Homeless-Serving System

- ▶ Local or regional system for serving those who are homeless or at imminent risk of homelessness
- ▶ Method of organizing and delivering homeless services appropriate to client needs
- ▶ Organizations working together towards the same goal of ending homelessness
- ▶ Ensuring individual programs contribute to system success
- ▶ Tangible metrics to determine program and system success, and examine how funds are expended

Key Elements

Purposeful development, design and management of homeless serving system to end homelessness through :

- ▶ 1. Plan to End Homelessness
- ▶ 2. Backbone Organization
- ▶ 3. Community Engagement
- ▶ 4. System Structure
- ▶ 5. Standards of Care
- ▶ 6. Coordinated Intake & Assessment
- ▶ 7. Performance Management
- ▶ 8. Homeless Management Information System
- ▶ 9. Technical Assistance
- ▶ 10. Embedded Research
- ▶ 11. Systems Integration



Homeless Population



80% transitionally homeless

10-15% episodically homeless

5-10% chronically homeless

Acuity & Homelessness Patterns

Lower Acuity

Rapid Rehousing, Affordable Housing, Prevention



Moderate Acuity

ICM, Transitional Housing

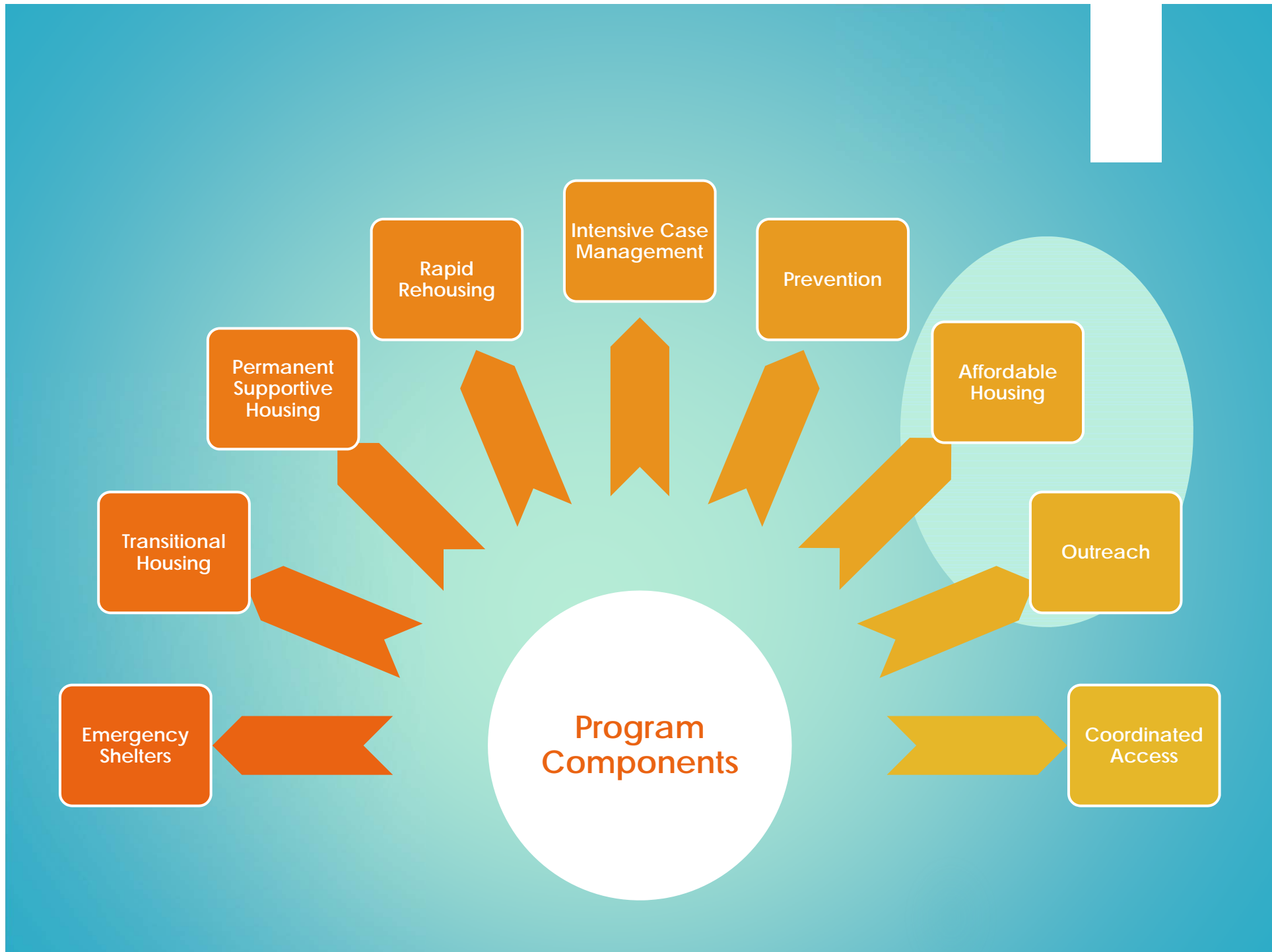


Higher Acuity

Permanent Supportive Housing, ACT

Programmatic Building Blocks

1. Prevention
2. Outreach
3. Emergency Shelter
4. Transitional Housing
5. **Rapid Rehousing**
6. **Intensive Case Management**
7. **Permanent Supportive Housing**
8. Affordable Housing
9. Other Support Services



The 'Rules' of the System

- ▶ Agreed upon standards, policies and protocols to guide program and system operations including:
 - ▶ referral processes,
 - ▶ eligibility criteria,
 - ▶ service standards,
 - ▶ client engagement,
 - ▶ privacy,
 - ▶ safety, etc.

Performance Management

- ▶ Performance expectations at the program and system levels aligned and monitored to drive Plan targets.
- ▶ Evaluates system's impact on target populations.
- ▶ Articulates what the system aims to achieve.
- ▶ Illustrates the level of performance expected of everyone.
- ▶ Empowers clients through participation in quality assurance activities at program and system level.
- ▶ Promote service integration across sector and with mainstream systems.

Performance Measures

System Measures

- ▶ Examines how the entire system addresses a particular measure of effectiveness.
- ▶ Improves the system's planning and structure.

Program Measures

- ▶ Focus on client measures of success.
- ▶ Often different depending on program type.
- ▶ Tie directly to clients' progress in programs.

Key Indicators

- Occupancy
- Destinations at Exit
- Return to Homelessness
- Interaction with Public Systems
- Income Gains at Exit
- Length of Stay/ Stability



What is a Homeless Management Information System?

- ▶ Web based application
- ▶ Collaborative planning tool
- ▶ Security and privacy standards similar to online banking to benefit the non profit sector
- ▶ Includes case management, bed utilization, resources directory, information & referral, research & system planning

More than a database

- ▶ HMIS allows communities to implement and undertake system planning using real time data.
- ▶ Agencies can track progress at client level, while funder can assess system performance.
- ▶ Allows for unduplicated count of shelter population longitudinally to assess program gaps.
- ▶ Fundamental infrastructure to track how clients move through homeless serving system.

Coordinated Intake & Assessment

- ▶ Common processes to ensure appropriate program matching, consistent prioritization, and streamlined flow of clients across Homeless-Serving System.
- ▶ Single place or process for people to access housing services.
- ▶ Provides information, screening, referral, and intake through one or multiple sites.

Benefits of Coordinated Intake

- ▶ Simplifies access to services for clients
- ▶ Improves referrals
- ▶ Initiates client record, consent & intake into HMIS
- ▶ Operationalizes common intake and prioritization process
- ▶ Improves client targeting for system impact
- ▶ Enhances agency collaboration



Embedded Research

- ▶ Commitment to evidence-based decision-making and planning, built into backbone organization and community's approach to system planning.



Calgary Homeless Foundation

Making Research Matter

Calgary's 3 Year Research Agenda
to End Homelessness
January 2009



 Calgary
Homeless
Foundation



Systems Integration

- ▶ A focus on integrating the Homeless-Serving System with public and community services, including justice, child intervention services, health, poverty reduction, etc.



Wicked Questions

1. What are our community homelessness objectives? Based on our objectives, what will our milestones be?
2. In order to achieve our objectives and milestones, who do we need to prioritize?
3. How will we prioritize, identify/target, intake, assess and match priority populations with the right housing and support?
4. What programs do we already have in our community?
 - ▶ Who do they each serve?
 - ▶ What is their eligibility criteria?
 - ▶ What are their expected outcomes?
 - ▶ How do we know if they are working?

Wicked Questions

5. What are the standards for each program type and our system as a whole?
6. What will our community's approach to shared measurement and information sharing be?
7. How can we gain visibility of the movement of people through the homeless-serving system?
8. How will we coordinate the different programs in our system?
9. How will we know where to best invest our limited dollars to achieve our community objectives?
10. What will our process be to ensure our programs are working?
11. How are we going to ensure safety for clients, workers and the community?

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