OneHome

Together, bringing people home

OneHome Blueprint for Success 2017-2018

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<u>Executive Summary</u>

In 2014, Housing and Urban Development (HUD) released guidance on coordinating limited homeless and housing resources across communities to prioritize based on the presenting vulnerability of persons experiencing homelessness, called coordinated entry. Triaging resources, like the methods of a hospital emergency room, not only more effectively targets resources to persons based on their need, but also promotes a rapid intervention to resolve a housing crisis.

In the Metro Denver Homeless Initiative (MDHI) Continuum of Care (CoC) region, there are seven counties, over 40 municipalities, dozens of homeless service providers with varying capacity and experience, several public housing agencies and mental health providers. These elements, combined with a high-cost, low-vacancy rental market and an urban/suburban/rural/mountainous geography covering thousands of square miles, means that the triage system must cast a wide net, be dynamic, and look different in different areas of the region. Compare that with the diverse array of homelessness across the region: recently evicted and chronically homeless, elderly individuals and young families, LGBTQ persons, people of color, undocumented persons, Veterans, survivors of domestic violence, Coloradans and those seeking a new life in the state.

In the face of building coordinated entry with such daunting variables, the local coordinated entry system, OneHome, will need a diversified portfolio of resources and partnerships across the region to address these needs. First, maintaining and expanding the HUD-funded resources is a priority, which will be achieved by attaining all of the requirements set forth by HUD on coordinated entry operations. Second, looking to non-CoC funded resources to fill in the gaps and serve chronic and non-chronic individuals, families, youth, Veterans and survivors of domestic violence as the populations of focus expand. Third, a focus on evaluation of housing outcomes, process improvements and participant and partner feedback will need to have constant attention.

This report is intended to answer many of the questions that community providers have about the role that OneHome plays to achieve a community system within the context of HUD guidelines. No one can predict the future, for programs, funding or housing outcomes for any person experiencing homelessness. This vision for the future of the evolving OneHome system along with the leadership, priorities, tactics and accountable outcomes will hopefully provide a framework to approach coordinated entry in an intentional, directed and collaborative manner to ultimately reach the goal of housing the most vulnerable in Metro Denver quickly and successfully.

A. Introduction & History

Metro Denver Homeless Initiative (MDHI) started building the framework for coordinated entry in 2014 as a result of the 25Cities Campaign that identified the 25 cities nationwide with the highest numbers of chronic and Veteran homelessness. At that time, MDHI decided to approach the 25Cities Campaign as a regional cohort because of the regional impact of homelessness in Metro Denver. This region includes Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas and Jefferson counties. The 25Cities Leadership Team convened monthly in order to help guide the efforts locally.

As the only regional body in the 25Cities Campaign, MDHI worked to incorporate a wide variety of stakeholders into the conversation through a Community Design Team, that met weekly for almost two years to create and institute coordinated entry. The coordinated entry model was created with support from Community Solutions and Rapid Results Institute to match the guidance HUD put forth in CPD-14-012[1] to prioritize limited resources for persons experiencing chronic homelessness and establish a standardized assessment tool. That system was labeled Coordinated Assessment and Housing Placement System (CAHPS) until October 2016 when it was rebranded OneHome. The community ultimately selected the Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT), created by OrgCode, as the standardized assessment tool for Metro Denver in 2014 based on evidence-based practices and shared use across the United States and Canada.

Data is a significant component in measuring the effectiveness of coordinated entry, and MDHI started tracking aggregate data of the number of people housed by month for chronic and Veteran categories. While this is still reported manually, as opposed to an automated digital report, the community has almost two years of quality monthly data for chronic and Veteran populations, listed in Figure 1 and Figure 2, respectively. Additionally, as collaboration increased for Veterans, the VA started managing a By Name List (BNL) in 2015 to track Veterans experiencing homelessness at any given point by name as well as their progress towards being housed. The Veteran efforts to identify active number of Veterans experiencing homelessness and inflow listed in Figure 3 and Figure 4, respectively, were modeled for replicability with other populations.

In conjunction with Metro Denver's award of the IBM Smarter Cities Challenge technical assistance, OneHome has examined how it can better use technology to transform system impact and access. The priorities of data warehousing that connects to other big data systems to crosswalk high utilizers, mobile forward applications to digitize records and offer access in the field, and automate processes will continue to be sought for providers and coordination.

B. Leadership & Governance

OneHome is led by a team of dedicated staff funded through HUD Planning dollars, grant writing and Denver's Road Home to facilitate the process and vision for coordinated entry that was historically operated by Community Design Team. With this dedicated staff, process and strategy development occurs more efficiently and utilizes community partner time more effectively. A request for proposals in 2016 yielded the selection of Volunteers of America Colorado to lead the operations for Individuals and

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[1] https://www.hudexchange.info/resources/documents/Notice-CPD-14-012-Prioritizing-Persons-Experiencing-Chronic-Homelessness-in-PSH-and-Recordkeeping-Requirements.pdf

Youth, and Colorado Coalition for the Homeless to lead the operations for Families, respectively. Currently the staff supporting OneHome are:

Program Manager – Ian Fletcher, MDHI

Systems Coordinator – Renee Crews, Denver's Road Home

Systems Support – Karissa Johnson, Denver's Road Home

Data Support – Oanh Vo, MDHI

Communications Americorps VISTA– Jared Kebbell, MDHI

Individual & Youth Coordinator – Megan Morales, Volunteers of America Colorado

Individual & Youth Navigator – Ayesha Golden, Volunteers of America Colorado

Family Coordinator – Ana Cornelius, Colorado Coalition for the Homeless

Family Navigator Team Lead – Deanne Witzke, Colorado Coalition for the Homeless

The 25Cities Leadership Team ended in January 2017 and transferred some representatives along with new community members to the OneHome Regional Governing Council (RGC) in February 2017. RGC is made up of voting representatives from the MDHI Board, VA, Colorado Division of Housing, and sub-regional director and frontline staff for each of the sub-regions of Denver, Jefferson/Douglas, Boulder/Broomfield and Adams/Arapahoe. RGC acts as the sounding board for OneHome leadership, community input, evaluation of the OneHome system and regional direction to troubleshoot local challenges. For more information on RGC, visit www.onehomeco.org/governance

Community Design Team (CDT) went from meeting weekly in 2014 to meeting every other month in 2017 to accommodate partner schedules and re-design the agenda for more targeted participation from stakeholders since there is added OneHome staff capacity to address process and procedures. CDT continues as an open meeting for housing providers, direct service providers, persons with lived experience and OneHome Partners to receive updates on OneHome and to create feedback opportunities on future plans for enhancing coordinated entry.

C. Vision

The system the community built to meet HUD requirements for coordinated entry, CAHPS, took years to build but has resulted in strong foundation. OneHome is the next phase in that work with transformational goals to:

- Not only meet, but exceed the HUD requirements as laid out in the HUD Coordinated Entry Self-Assessment[2] to ensure MDHI and its partners follow best practices and that the MDHI Continuum of Care (CoC) is as competitive as possible when applying for HUD NOFA dollars in the 2017 NOFA application period and beyond
- Increase the volume and diversity of housing resources by 15% and beyond permanent supportive housing (PSH) to serve more of a variety of persons experiencing homelessness and vulnerability identified by the VI-SPDAT

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[2] https://www.hudexchange.info/resources/documents/coordinated-entry-self-assessment.pdf

- Expand the scope of the system to serve youth, families and survivors of domestic violence by Spring 2018
- Reduce the amount of work and procedural steps it takes to refer, match and house a person or family through the OneHome system by Winter 2017
- Formalize partnerships, access points and processes to clarify roles and requirements for all parties involved in a complex system by Summer 2017
- Re-design the system interface (Google) to an automated, simplified, cloud-based, secure more robust technology platform by Fall 2017
- Create more opportunities for persons with lived experience to provide insight and feedback as experts and drive a person-centered system by Summer 2017

There will always be limited housing resources, whether they are funded by HUD/Continuua of Care, State or local governments, faith-based institutions, private enterprises, or non-profits. This is exactly why coordinated entry works; in the face of limited resources, a community can choose to operate in silos and hope that one program can solve it all or a community can prioritize those resources in a collaborative way to identify those most in need first, and with a right-sized intervention model build a system to address varying needs. Partnerships can be limitless and OneHome strives to utilize a mindset of abundance in figuring out how Metro Denver, with all the stakeholders and partners in the region can end homelessness. OneHome is not a panacea that will solve all the complex challenges related to homelessness. But it will operate in a manner to create opportunities for collaboration and offer access for highly vulnerable people who may otherwise not have a path towards housing. OneHome staff will continue to work to unite the administration of a system as required by HUD with the feedback from the MDHI community of homeless service providers and persons with lived experience. This document is intended to serve as a reflection and guide as to how OneHome seeks to achieve these goals between July 2017 and June 2018.

D. Individuals

2015 Housed via OneHome	155
2016 Housed via OneHome	196
2017 Housed via OneHome through April 30	49
Total since 2014 CAHPS Planning	400

Individuals experiencing chronic homelessness have been a priority population for coordinated entry since its inception. These individuals are typically matched with Permanent Supportive Housing (PSH) resources and have averaged a 14+ on the VI-SPDAT score range. Currently, HUD requires that 100% of CoC-funded PSH resources for individuals prioritize persons experiencing chronic homelessness. The CoC funds over $23 million in housing, much of which is dedicated for PSH, in alignment with these HUD goals. Of the 1,018 PSH units funded by the CoC, a clear majority of them go towards persons currently in PSH housing, and OneHome is effectively working with the smaller portion of those vacancies that become available with renewal projects, as well as newly funded projects, in order to lease up new tenants. Of the vacancies placed into OneHome by the community, coordinated entry has matched 400 of 682 people scoring 14+ with a permanent housing opportunity, resulting in a reduction of people scoring over 14 by 58% in three years.

While it is a positive impact on the most vulnerable in the community, there are hundreds of individuals below the current average score for PSH that are not receiving housing through OneHome. There are millions more dollars of non-CoC funded resources across the region allocated towards housing, whether it be emergency shelter, transitional, rapid re-housing or permanent supportive housing. OneHome is working with various funders, including those from the private and public sectors, on aligning the work of ending homelessness within a system. This will increase the variety of permanent housing resources available in OneHome for people not currently prioritized or those ineligible to be matched with the highest PSH resources.

In 2017, the Rapid Rehousing Plus Care (RRH+C) program became the first non-CoC funded program to exclusively fill its vacancies through OneHome. RRH+C is funded by Denver's Road Home and is operated by Volunteers of America Colorado to serve individuals scoring a 10-13 on the VI-SPDAT with clinical support and rapid rehousing. As more models like RRH+C come into the OneHome portfolio, the system will be able to house more persons experiencing chronic homelessness as well as non-chronic homelessness. Additionally, the Social Impact Bond (SIB) managed by CSH in Denver serves some individuals who are identified through OneHome, in conjunction with criminal justice interactions.

OneHome places a priority on targeting the most vulnerable persons experiencing homelessness, and sometimes those people are not easy to connect with coordinated entry, so they often do not get a VI-SPDAT if they are not connected to homeless service providers or street outreach. As the new Homeless Management Information System (HMIS) system comes online in late 2017/early 2018, OneHome will also be able to produce a By Name List of persons experiencing chronic homelessness. In an effort to reduce the number of people who 'fall through the cracks', OneHome plans to incorporate HMIS shelter and high utilizer data to target who to assess for the VI-SPDAT. OneHome will regularly report a by name list of the longest shelter stayers across the region and work with street outreach, 2-1-1 Mobile Assessors and providers to target those persons who have the longest stays and most interactions with crisis services such as law enforcement, detox and emergency medical care to ensure they have a VI-SPDAT completed. This strategy will help streamline coordination across providers, target limited outreach capacity and increase housing opportunities for the highest utilizers of shelters and crisis services.

> **Key Takeaway: OneHome is seeking housing resources beyond those that are CoC-funded to integrate into coordinated entry, and is going to use shelter and high-utilizer data to target those most at-risk.**

E. Veterans

2015 Housed	279
2016 Housed	687
2017 Housed through April 30	186
Total since 2014 CAHPS Planning	1,152

The Veteran coordinated entry efforts offer a good example of how the system works when the housing resources are heavily funded and diversified across resource types. Many of the Veteran successes in Metro Denver and across the country are intended as examples of how the solutions can be expanded for non-Veteran individuals, families and youth. HUD-VASH is a PSH program for VA-eligible

Veterans scoring a 10+ on the VI-SPDAT, and the Supportive Services for Veteran Families (SSVF) grants serve Veterans who are not eligible for HUD-VASH and those below a 10 on the VI-SPDAT with rapid rehousing. MDHI and VA service providers design the Veteran efforts towards the goal of reaching the Federal Criteria and Benchmarks for Ending Veteran Homelessness[3].

The BNL offers an up to date monthly snapshot of all of the identified Veteran households experiencing homelessness in Metro Denver. The BNL tracks people coming into the system (inflow) from outside the community, newly homeless or returning to homelessness from housing. The BNL also tracks people exiting the system (outflow) through self-resolution, housing placement, relocation or inactivity. The local VA manages the By Name List and can review any Veteran's eligibility for VA resources to assist them in exiting to permanent housing. The Veteran By Name List policies and procedures were finalized by Veteran service providers in May 2017 to guide the work related to reducing Veteran homelessness in Metro Denver.

Veterans were the pilot population for a community coordinated entry database, Homelink, intended to replace the Google system created for CAHPS in 2014. Veteran providers planned for and utilized the new database, Homelink, starting in 2016 to match Veterans to housing resources. Homelink offered a great number of benefits, but was discontinued by the developer and will be offline at the end of September 2017. OneHome and the community of Veteran service providers are diligently seeking an alternative coordinated entry database to manage the Veteran until the implementation of an introduction of the new HMIS database.

Another change in Veteran resources is the transformation of Grant Per Diem (GPD), a VA transitional housing program funded across several Metro Denver providers, towards a more housing-focused program model nationally. The new GPD priorities for programs are: Low-Demand, Bridge Housing, Respite Care, and Clinical Treatment plus the previously funded Service-Intensive Transitional Housing and Transition in Place models. In 2017, OneHome will be working with renewed GPD providers to streamline Veteran referrals for these programs through coordinated entry.

> **Key Takeaway: Connect all Veterans experiencing homelessness to VA and SSVF to free up resources not specified for Veterans for the general population.**

F. Families

2017 Housed via OneHome through April 30	22
Total since 2014 CAHPS Planning	22

The focus on prioritizing families through coordinated entry in Metro Denver started in August 2016 with a planning retreat of community providers that serve primarily families (households with an adult and a dependent under the age of 18). After developing a framework in months, and taking from the lessons learned by the individual and Veteran system planning, a pilot program for families experiencing homelessness began in February 2017. Colorado Coalition for the Homeless was selected

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[3] https://www.usich.gov/tools-for-action/criteria-for-ending-veteran-homelessness

to coordinate the OneHome Family system. Families are currently being matched with Rapid Rehousing (RRH) resources and have a score range of 4-8 on the Family VI-SPDAT.

Sometimes families are not easy to connect with coordinated entry, so they often do not get a VI-SPDAT if they are not connected to homeless service providers or street outreach. Many families are couchsurfing, doubled-up or are able to pay for short-term housing in a motel intermittently, and their HUD-defined literal homelessness varies as they change locations. There are few emergency shelters that serve families in Metro Denver, and many families choose to not enter the emergency shelters due to program eligibility, barriers and preference. As a result, OneHome is working with stakeholders that weren't access points for the individual system, such as McKinney-Vento liaisons, congregations, DV providers, and coalitions working with undocumented persons. Additionally, families are often less mobile than individuals in seeking housing opportunities, as they seek to stay in communities where there are supports for the children, including school districts. The flexibility and diversity of resources to serve families where they have supports is imperative to the success of coordinated entry.

In 2017, the Rapid Rehousing Plus Care (RRH+C) program became the first program to enter two high intensity for Families RRH+C is funded by Denver's Road Home and is operated by Volunteers of America Colorado to serve families scoring a 9-12 on the VI-SPDAT with clinical support and rapid rehousing. As more models like RRH+C come into the OneHome portfolio, the system will be able to support more families experiencing chronic homelessness with higher intensity resources such as RRH+Care and PSH, as well as non-chronic homelessness.

There are dozens of non-CoC funded resources across the region allocated towards housing families, whether it be emergency shelter, transitional housing, RRH or PSH. OneHome is seeking these partners to serve families in a coordinated way with a quick outcome of permanent housing.

> **Key Takeaway: OneHome is seeking housing resources for higher needs families, including permanent supportive housing for families, as well as resources to serve families in communities where they currently reside.**

G. Youth

2016 Housed via OneHome	5
2017 Housed via OneHome through April 30	7
Total since 2014 CAHPS Planning	12

Youth experiencing chronic homelessness became a priority population for HUD via coordinated entry in 2016. In Fall2016, the Continuum of Care received funding from the State of Colorado Division of Housing for 33 Permanent Supportive Housing bonus vouchers. The Metro Denver community began assessing youths aged 16-24 experiencing homelessness in early 2016 using the TAY-VI-SPDAT, a variation of the VI-SPDAT that addresses the unique circumstances that may lead to a youth experiencing homelessness. From August 2016 to the end of May 2017, there have been a total of 240 assessments inputted into the OneHome system. Of these, 140 youth scored an 8 or above on the TAY-VI-SPDAT which indicates that Permanent Supportive Housing would be an appropriate housing intervention. 77 youth scored between a 4 and a 7, indicating that a more moderate intervention such as rapid rehousing would be an appropriate housing intervention.

In July 2017, OneHome will require all assessors to be re-trained on the VI-SPDAT, including trainings on the TAY-VI-SPDAT and F-VI-SPDAT variations. This will allow for all providers to assess a youth or young adult with the appropriate variation of the assessment and input them into the system, regardless of whether the agency specifically provides youth services. This will lower the barriers to entry into OneHome, as youth will no longer have to go to one of the 9 agencies that are currently able to assess with the TAY-VI-SPDAT. Moving forward in 2017, OneHome will further incorporate the CoC-funded resources targeted at serving youth aged 16-24 into the Youth Coordinated Entry System. In 2018, OneHome will be able to produce a By Name List of youth experiencing chronic homelessness, and pull reports on youth whose TAY-VI-SPDAT score indicates that a more moderate intervention would be appropriate, such as the Youth Transition Project (YTP). This will allow for more targeted referrals to housing resources based on a youth's vulnerability and the eligibility requirements for specific housing programs.

> **Key Takeaway: OneHome is working to integrate TAY-VI-SPDAT scores with VI-SPDAT scores as youth age into the adult system, and offer more access points for youth across the region beyond youth-only providers.**

H. Survivors of Domestic Violence

Survivors of Domestic Violence (DV) intersect all populations that OneHome works with. Families, individuals, youth and Veterans can all have the potential for experiencing domestic violence, so it is imperative that OneHome work with survivors and DV community partners to maintain safety and reduce the trauma associated with homelessness and domestic violence. The two provider communities have common participants, but sometimes have differing viewpoints. OneHome and coordinated entry uses data-sharing in order to quickly identify and house a participant. DV providers, rightfully so, must protect their participant data as it equates to the safety of participants. In the face of some of the challenging differences, OneHome and the Colorado Coalition Against Domestic Violence (CCADV) have set forth a working group of DV service providers to address how survivors of domestic violence can access coordinated entry resources without jeopardizing their safety. Parallel databases and de-identified client records are options, as well as specific DV access points where DV providers can administer the VI-SPDAT without a participant having to leave safe spaces. OneHome will be continuing the partnership with CCADV with guidance from HUD[4] and the Safe Housing Partnerships Consortium[5] on incorporating DV accessibility into coordinated entry.

> **Key Takeaway: OneHome is addressing intersections of domestic violence across populations with a partnership with CCADV stakeholders to ensure safe and accessible paths for survivors to access coordinated entry resources.**

I. Housing Resources

Housed people are not homeless. The foundation of coordinated entry is providing a place to enter into, which is why OneHome is eagerly pursuing additional housing opportunities. Nationally, communities that have been successful at drastically reducing their homeless counts through housing

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[4] https://www.hudexchange.info/resources/documents/Coordinated-Entry-and-Victim-Service-Providers-FAQs.pdf
[5] http://safehousingpartnerships.org/

have prioritized and dedicated a diverse range of permanent housing resources, at scale. OneHome seeks to do the same in Metro Denver, moving beyond just CoC-funded programs to incorporate existing resources into coordinated entry. With seven counties in MDHI, there are seven times the opportunities for local, county, state and private programs to leverage into permanent housing beyond the Federal HUD dollars.

Public Housing Agencies

OneHome is implementing a strategy to engage public housing agencies (PHAs) as a key partner in the work around affordable housing for persons experiencing homelessness. In addition to homeless preferences through the HUD Multifamily Initiative, OneHome is exploring so-called 'move-up' plans in which a person or family that has stabilized in a PSH resource, and needs the subsidy but not the intensive case management can retain their housing unit, on a different subsidy such as traditional housing choice voucher, all the while freeing up a new PSH resource for someone who needs the intensive case management more.

Eligibility

Housing providers are an important partner in the work, and while a lot of the work of coordinated entry is done on the front-end to prioritize, match and navigate someone towards a housing unit, the housing providers help sustain and stabilize that person out of homelessness. As housing providers do the long-term work of housing retention, OneHome will continue to provide matches that meet the eligibility of those providers' criteria. To help make better matches, and provide transparency for participants and the community, OneHome is requiring that all housing providers submit an eligibility matrix that reviews their program's eligibility. This will be made publicly available on the OneHome website once compiled, and help the community identify resource gaps for persons that do not meet the eligibility criteria for any programs.

Participant Choice

If a participant wants to choose a different housing opportunity, they may do so and not lose their place in the priority pre-match queue. Historically, denials by a provider for a housing match were an informal email to the CAHPS coordinator. OneHome has implemented a Housing Denial Form to help track the number of denials by program (a program can deny no more than 15% of the referred participants) and the reasons for denial, even when they are eligible for that housing. HUD mandates that 100% of the vacancies for CoC-funded programs are filled by OneHome, and so the new Housing Denial Form process will help ensure compliance with the Federal regulations.

Housing First

Housing First is not just a philosophy for service providers, it maximizes access for people experiencing homelessness (and all people generally) to permanent housing. Moving someone into permanent housing, without precondition or 'prediction' of their success means that there are more opportunities to engage people with harm reduction and supportive services, if they so choose. Housing First is not Housing Only, and the wide range of supportive services offered by housing and community providers play a key role in keeping formerly homeless persons housed.

J.   Policies & Procedures

OneHome commits to the Metro Denver community that all HUD-required elements are incorporated into updated OneHome Policies & Procedures so that funding opportunities submitted for housing resources, including the CoC Notice of Funds Available (NOFA) are the most competitive they can be, relative to coordinated entry. Currently, HUD has set forth guidelines on what elements of coordinated entry need to be in place by February 2018[6]. The guidelines have required, recommended and optional components. OneHome will be submitting a revised Policy & Procedure manual to the Regional Governing Council and MDHI Board of Directors for approval in July 2017. This will allow for eight months to identify additional areas for improvement prior to the February 2018 deadline.

HUD Requirements

OneHome works to incorporate these HUD requirements because they are nationally-recognized best practices and impact the way persons experiencing homelessness obtain housing in a person-centered system. It isn't just about the Federal requirement, it is about doing the right thing for the people served by coordinated entry. Revised content in the updated Policy & Procedure Manual will cover inclusion, survivors of domestic violence and participant rights and grievances in ways that it had not previously addressed.

Prioritization

The community has reviewed the factors that are most relevant for prioritizing persons in Metro Denver and decided on the following prioritizations along with a corresponding coordinated assessment score:

Individuals

    1- Length of time homeless (36 months or more)
    2- Tri-morbidity
    3- Age (oldest to youngest)

Families

    1- Risk Factors: Persons with Disabilities, Open Child Welfare Cases, Physical Health, Substance Abuse, Mental Health;
    2- Age of the Youngest Child: Children under 1, Children under 5;
    3- History of Homelessness;
    4- Length of Time Homeless

Youth

    1- Co-occurring mental health and substance abuse issues;
    2- Age (youngest to oldest);
    3- Length of time homeless

Version 2.0 Individual

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[6] https://www.hudexchange.info/resources/documents/coordinated-entry-self-assessment.pdf

One of the major changes impacting the bulk of OneHome participants and providers is the change of the Individual VI-SPDAT from Version 1.0 (V1) to Version 2.0 (V2). V2 is shorter, collects less liable protected health information, offers the ability to translate scores between Individual, Family and Youth VI-SPDAT surveys as persons shift between populations, is more consistent for surveyors and V2 is more compatible for any new database system that a community transitions towards, such as HMIS. The impact on currently scored persons based on the research done by OneHome leadership yields little reduction in housing intervention for individuals (from PSH to RRH) and instead yields a higher pool of persons scoring in the range for a more intensive housing intervention such as PSH.

Release of Information

Another major change is the revision of the OneHome Release of Information (ROI). The previous version of the ROI expired after one year of authorization, meaning everyone who was not housed within one year needed to have a new ROI or their data would become inaccessible for the system to match them with housing. This problem impacts over 3,500 of 5,500 records on the OneHome database. Approximately 70 ROIs are expiring every month, with little way to strategically update them. Furthermore, as new OneHome providers were added to the system and others were removed, the list of partners able to view the data was consistently out of date. So OneHome proposed a new ROI with community input in May 2017. The language in this new ROI changes the one year expiration to two years after the signee is housed. This allows for the flexibility to re-access a participant's data should they become unhoused and need to be rehoused without starting over. The new language also links to the OneHomeCO.org website for a list of participating providers, that can be changed more readily than a paper form.

> **Key Takeaway: HUD guidelines for coordinated entry frame major updates to the OneHome policies and procedures, due to be implemented by February 2018.**

K. <u>Prevention & Diversion</u>

Prevention and diversion focus on the inflow of people entering into homeless systems, including those that are at risk of becoming homeless (prevention) and those that are entering shelter systems (diversion). As a community, providers have done prevention work at length, but the standards and data that is collected are varied and inconsistent across programs. OneHome will be seeking to unify prevention efforts across the region by reviewing prevention eligibility criteria and the national research on prevention models to help ensure that prevention resources are utilized in the best manner possible. Emergency Solutions Grants (ESG) have historically been a major source of prevention in Metro Denver, and HUD is now requiring that ESG resources participate with coordinated entry. OneHome will work with ESG providers to help create guidance and clarity around how to leverage ESG prior to needing a VI-SPDAT for those needing prevention or diversion, and then how to connect lower acuity households to a rapid re-housing resource, or minimal rental deposit assistance.

Diversion is one of the key systems level changes happening across communities nationwide. If shelters accept every person at their door, without attempting to assist those who can resolve their housing crisis with minimal supports or financial assistance, more people will experience traumatic shelter stays for longer periods of time. Diversion focuses on those who would be better served outside of the emergency shelter system, through accompaniment, problem-solving and housing-focused

conversations. While many OneHome partners may have elements of diversion, Metro Denver has not had a succinct, separate diversion program or resource to help provide a service for those who can self-resolve as an alternative to shelter. It is imperative that providers view diversion as a service, because it can take multiple hours of staff time, but yield a resolution with or without financial assistance. Diversion as deflection (the absence of services) merely pushes the need downstream and does little to help problem solve with a person in a housing crisis. Diversion pilots will be occurring in Boulder, Denver and Aurora, and a model for a flowchart or pathway at shelters is also underway. OneHome is also looking at some technical assistance for providers from other successful community agencies across the U.S. with robust diversion practices.

> **Key Takeaway: ESG will be incorporated with OneHome per HUD guidelines, and diversion planning will be more intentional across the CoC.**

L. <u>Access</u>

Accessing OneHome has historically been a completely decentralized endeavor, with dozens of access points across the region. While the no wrong door approach can work in some instances, it also creates some confusion for participants and providers. It also led to the use of the VI-SPDAT as the starting place once someone is identified as homeless, rather than occurring after diversion attempts have been made. OneHome is seeking to move the continuum towards more centralization without becoming a completely centralized system. One priority is clarifying the difference between access (a place to access coordinated entry) and assessment (a place to get a VI-SPDAT completed). Access points throughout the region will first try to divert the person and resolve their housing crisis. If a person or family is identified as needing a VI-SPDAT assessment while at an access point, they can then be referred to an assessment point. Some access points are also assessment points, but not all assessment points are access points.

Even after diversion, hundreds of people still need a VI-SPDAT and with limited staff time to assess, it can be challenging to know who to prioritize. OneHome will be exploring a 7 to 14 day rule, in which a person doesn't get assessed with a VI-SPDAT until after engaging in services for 7 to 14 days with a provider, so as not to add people into coordinated entry who may otherwise self-resolve. Community shelter providers indicate that about 25% of people they encounter self-resolve within that 30 days. OneHome will be leveraging shelter and high utilizer data to provide the community with targeted persons who should be in the OneHome system. If an individual has stayed in an emergency shelter for more than 200 days, they should be surveyed before someone who has stayed in an emergency shelter for 3 days.

OneHome 2-1-1 Mobile Assessors provide additional capacity across the region for access and assessment in partnership with Mile High United Way 2-1-1. With set hours at libraries, resource sites and shelters, they can provide the diversion conversation and assessment, if necessary. They'll also be deployed to find targeted persons on high utilizers of shelters and emergency services lists.

Street outreach continues to be a challenge in areas of the Metro Denver region without a dedicated street outreach presence, or areas that are under resourced. Those participants who do not access traditional site-based resources are highly vulnerable and street outreach workers can provide a way in to coordinated entry and are excellent housing navigators. Commonly, shelters and street outreach providers should connect participants to OneHome for housing, and housing providers take

people off the OneHome list once they are housed. The need for a street outreach working group has been identified to help troubleshoot areas of Metro Denver without street outreach, and create more defined connections to OneHome generally.

> **Key Takeaway: Access is different than assessment, and street outreach and OneHome 2-1-1 Mobile Assessors can coordinate to provide more access into OneHome.**

M. <u>Training</u>

OneHome has historically offered limited training across the region throughout the year. With changes in process, needs for quality improvement and consistency, and new staff onboarding, it can be tough to keep a well-educated cadre of stakeholders involved in the OneHome system. OneHome has revamped the training curriculum in an effort to create a baseline of knowledge starting fresh for 2017-2018.

OneHome has worked with community providers and frequent surveyors to develop a community script that all VI-SPDAT surveyors will utilize. This offers a person-centered approach so that a participant hears the same message about coordinated entry, experience a trauma-informed VI-SPDAT assessment and understand the next steps related to the realities of housing in a challenging rental market. This script will be incorporated into a technology solution, likely HMIS, and can be updated easily for providers to stay up to date with the VI-SPDAT process.

Like any system, there are areas for quality improvement. Many of them are related to the limitations of the current Google system and the workarounds that need to occur in order to successfully complete a VI-SPDAT. Some of the quality improvement issues concern providers that do not follow the procedure or process for assessing or submitting an assessment. For example, there are hundreds of surveys in the OneHome system that do not have a corresponding completed release of information. Because the surveyor submitted an incomplete ROI, or never submitted one, it is as if the participant was never surveyed, and thus has no chance at a housing match. To remedy some of the provider-related areas for improvement, OneHome is reorienting access around a hard reset in summer 2017. Many providers were trained in 2015 or 2016, and since then systems, process and best practices have changed. In July 2017, all VI-SPDAT surveyors will be required to attend a VI-SPDAT 101 training in order to have access to OneHome starting in August 2017. These trainings will occur in-person across the region for more than 400 attendees in a single month. This will provide OneHome with a clean slate of well-trained providers to improve system processes, provide clarity around updates and consistency for participants. Additionally, as the OneHome system becomes incorporated with HMIS, the hard reset will offer a more realistic preview of the number of user licenses that will be needed for the new HMIS coordinated entry.

In addition to training around the VI-SPDAT, OneHome will continue to provide free capacity building trainings for providers in Metro Denver. Many agencies do not have a significant budget for professional development, so OneHome is committed to keeping training opportunities free for attendees. The free capacity building trainings are taught for community providers by local or national leaders in best practices to bolster staff support and participant experiences. Examples of previous free

capacity trainings include: Community Organizing, Harm Reduction & Naloxone, Human Trafficking & Homelessness, and Diversion. OneHome is seeking ideas for training topics as well as community experts to share their knowledge. Please email housing@onehomeco.org with ideas or expertise.

> **Key Takeaway: OneHome will offer regional VI-SPDAT trainings in July 2017 required for all surveys starting in August 2017.**

N. System

One of the biggest challenges for coordinated entry in Metro Denver has been the technology used to survey, prioritize, match and report on the process. In 2014-2015, CAHPS built upon a Google platform provided by Community Solutions intended to be a short-term solution for storing and managing the data. The Google platform requires a separate Unique Client Identifier to de-identify and protect client data such as name, social security number and date of birth. In 2016, Homelink was identified as the long-term solution to store and manage the data, but was later cancelled by the developer after the community piloted the Veteran data with the Homelink platform. Adsystech, the current HMIS vendor for Metro Denver, has never integrated with CAHPS or OneHome, making it challenging to report on housing placements and retention data. As Metro Denver identifies a new HMIS vendor, coordinated entry functionality is one of the priority functions in selecting the new database.

Most of the issues that create problems the coordinated entry system come from the lack of a technology platform to properly survey, prioritize, match and report. OneHome leadership spends significant staff and time resources doing basic functions that would otherwise be quickly resolved by a relational database. Moving forward in the new HMIS system, major process improvements will be possible, including but not limited to:

- o The elimination of the Unique Client Identifier (UCI)
- o Direct upload of the ROI into the client profile without a separate fax or email
- o Mobile forward accessibility such as secure surveys via tablet or phone
- o Deduplication of participants with multiple VI-SPDAT scores
- o Ability for providers to view if their participant has a score already, and their housing status
- o Reporting on housing placements and retention
- o Aggregating prioritization lists
- o Identifying high utilizer participants using data from other regional databases

Until the live utility of a new HMIS system, OneHome leadership are working to reduce processes for surveyors and increase security of data by identifying an interim database solution that can be readily migrated to the new HMIS when it is fully functional.

> **Key Takeaway: OneHome coordinated entry database will merge with the new HMIS vendor once selected and is a priority function in deciding the new vendor.**

O. Evaluation

Historically there was not enough staff capacity or time to intentionally evaluate the OneHome system on a recurring basis. With a more robust team, evaluation has become a priority for the OneHome team as part of quality improvement, including:

- Publicly available dashboards on each sub-population are available on www.onehomeco.org
- Reviewing recommendations and feedback from the community and the actions that OneHome leadership is taking to address that feedback at each CDT meeting.
- A Partner Feedback survey distributed in April 2017 for anonymous feedback from providers on their experience with the system. The survey results and next steps are listed at www.onehomeco.org/governance This survey will be conducted annually.
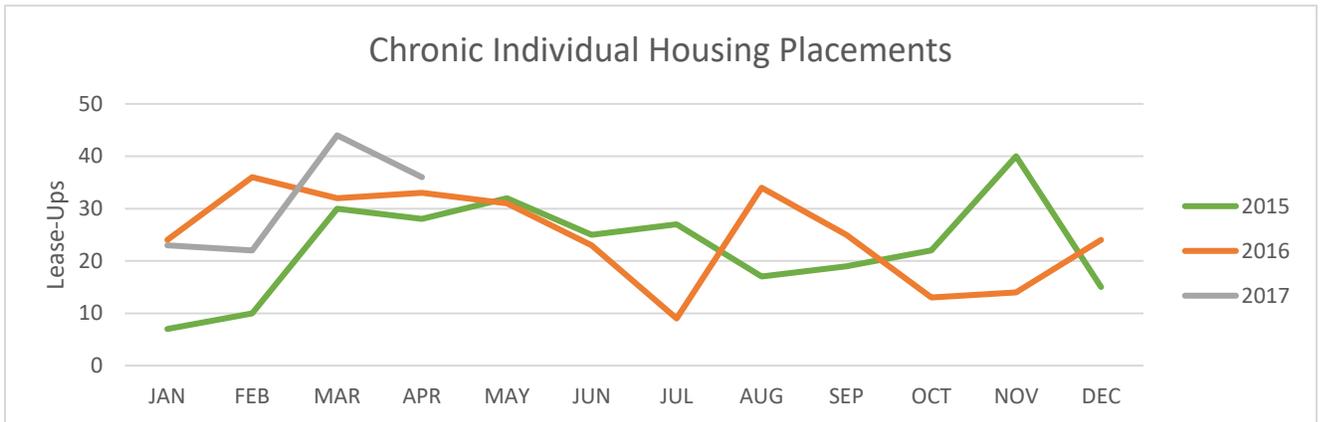- Retention and outcomes data related to persons housed through OneHome

Providers make up a good portion of persons engaged in OneHome system design, but the voice of people with lived experience is still underrepresented across homeless services, including coordinated entry. To increase participation from persons with lived experience, OneHome will host a OneHome Town Hall in each of the sub-regions (Adams/Arapahoe, Boulder/Broomfield, Denver, Douglas/Jefferson) one quarter at a time across the course of a year. This Town Hall is targeted at persons who have been housed through OneHome, persons assessed with a VI-SPDAT and those who have not been able to access coordinated entry. The results of these Town Halls will be presented to the Regional Governing Council and will then be acted upon by the OneHome team to improve the system experience from the consumer perspective.

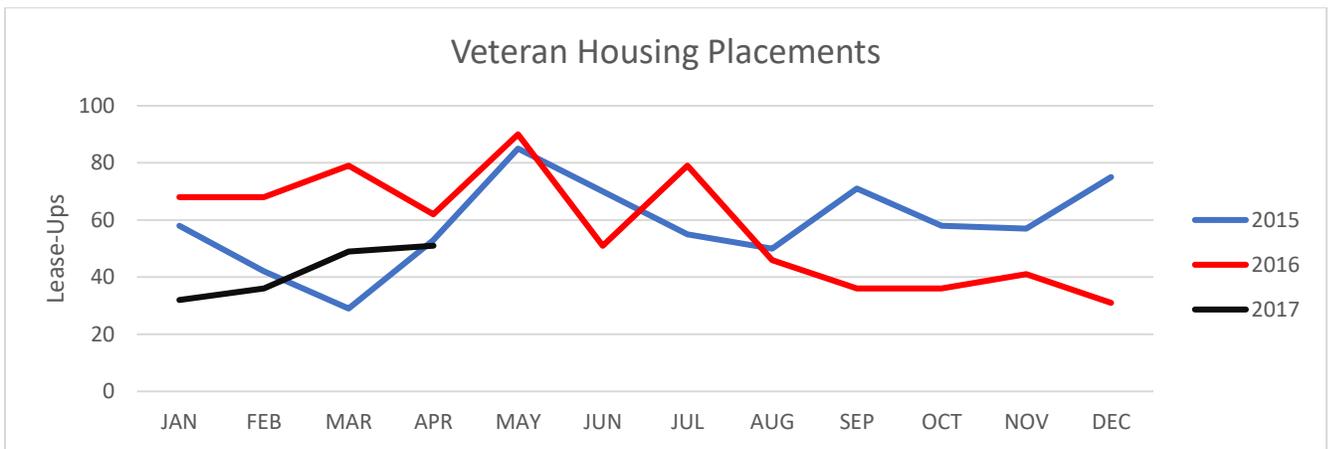OneHome has identified three major priorities for evaluation in 2017-2018 related to inclusion and accessibility.

1) OneHome will look at the intersection between privilege and race within the homeless services system. People of color are disproportionately impacted by housing instability, poverty, incarceration and homelessness. Culturally and linguistically appropriate services (CLAS) is an additional assessment that OneHome will undertake to review the system from a person-centered lens. OneHome will analyze data on who is accessing coordinated entry, who is being housed through coordinated entry, and compare that with the larger statistics of the Metro Denver population experiencing homelessness for ways to improve access and reduce barriers for people of color.

2) OneHome will assist providers in person-centered approaches for people identifying as LGBTQ, especially unaccompanied youth. OneHome will provide training on trauma-informed care models and incorporating voices of LGBTQ people into OneHome evaluation.

3) OneHome will work to ensure that survivors of domestic violence (DV) can access coordinated entry without jeopardizing their safety, and have equitable opportunities for housing that fits their needs. OneHome will expand the incorporation of DV policies, safety planning and confidentiality into the OneHome policies & procedures. More on priorities related to survivors of domestic violence in Section H.

Key Takeaway: OneHome is evaluating intersections of race, LGBTQ-identities and domestic violence, in addition to feedback from providers and persons with lived experience.
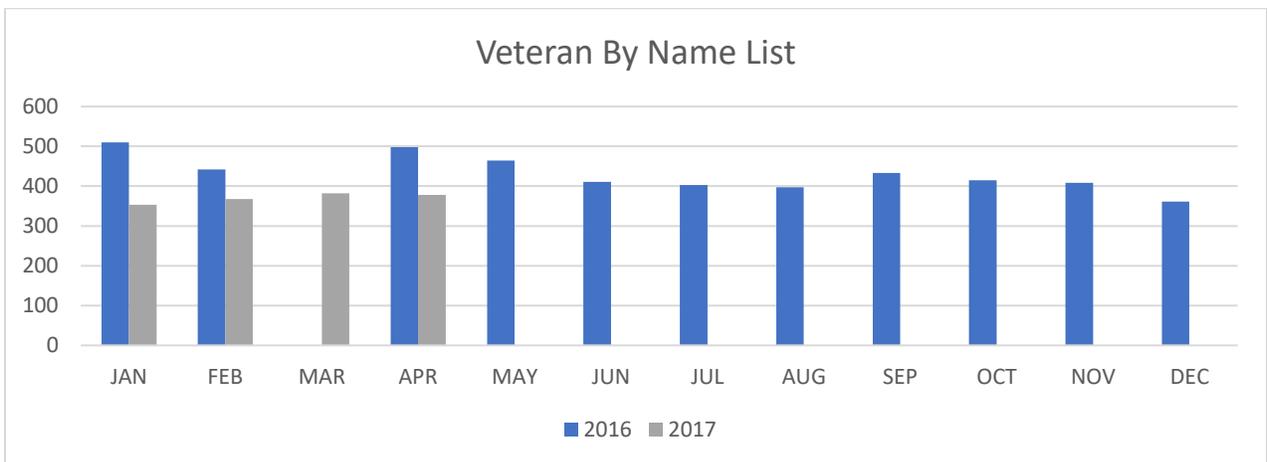
Figure 1

Chronic Individual Housing Placements

Figure 2

Veteran Housing Placements

Figure 3

Veteran By Name List

OneHome

Figure 4

Veteran Inflow