



PLAN FOR ACCELERATING TRANSFORMATIVE HOUSING (PATH) INNOVATION COMMITTEE MEETING

MINUTES

Date: Thursday, February 17, 2022, 3 pm – 5 pm

Meeting recording:

<https://us02web.zoom.us/rec/share/CPRf7cIMq0ICd0Vv7yZbeRIS3CFvA8E44XKfXi86WST8NkaO1axdW4UX-p0NWnsF.OaZmKIHyWsFeorkd>

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Time	Agenda Item	Presenter/Facilitator
3:00	<ul style="list-style-type: none"> Welcome and Introductions 	- <i>Matt Mitchell, Focus Strategies</i>
	<ul style="list-style-type: none"> Review and Approval of Minutes 	- <i>Matt Mitchell, Focus Strategies</i>
	<ul style="list-style-type: none"> Public Comment - Open Period for public comment on items discussed or not listed on the agenda. 	- <i>Members of the public</i>
	<ul style="list-style-type: none"> Announcements 	- <i>Matt Mitchell, Focus Strategies</i>
3:15	<ul style="list-style-type: none"> Proposal for Sponsoring Improvement Activities <ul style="list-style-type: none"> Supporting existing initiatives The sponsorship role 	- <i>Christy Saxton, H3</i> - <i>Matt Mitchell, Focus Strategies</i>
3:35	<ul style="list-style-type: none"> Review of Existing and Planned Initiatives <ul style="list-style-type: none"> Coordinated entry system evaluation and redesign Program models Equity evaluation and workplan Committee workgroups 	- <i>Shelby Ferguson, H3</i> - <i>Elaine de Coligny, EdeColigny Consulting</i> - <i>Jaime Jenett, H3</i> - <i>Matt Mitchell, Focus Strategies</i>
4:35	<ul style="list-style-type: none"> Discussion of Initiatives to Support 	- <i>Matt Mitchell, Focus Strategies</i>
4:50	<ul style="list-style-type: none"> Next Steps 	- <i>All</i>

Welcome and Introductions

Committee Members: Deanne Pearn, Teri House, Tony Ucciferri, Jo Bruno, Keva Dean, Wayne Earl, Juno Hedrick, Margaret Schiltz, Pat Mims

Staff and Consultants: Jamie Klinger (H3), Jaime Jenett (H3), Shelby Ferguson (H3), Christy Saxton (H3), Dana Ewing (H3), Maddie Nation (Homebase), Nate French (Community Solutions), Elaine de Coligny, Matt Mitchell (Focus Strategies), Tracy Bennett (Focus Strategies)



PLAN FOR ACCELERATING TRANSFORMATIVE HOUSING (PATH) INNOVATION COMMITTEE MEETING

Review and Approval of Minutes

Minutes of the January 20, 2022 meeting were approved by roll call vote. Motion by Teri House, second by Jo Bruno.

Public Comment

There were no comments from the public.

Announcements

After a question from Teri House, Jamie Klinger announced that there were enough volunteers for the PIT count with some back up if needed.

Proposal for Sponsoring Improvement Activities

Supporting Existing Initiatives:

Christy Saxton thanked the Committee for their incredible past and present work. She reiterated that two major initiatives were important to hold for the upcoming committee focus: a) reducing unsheltered homelessness by 75% and b) moving forward with equity work. Christy emphasized the need for H3 and providers to hold each other accountable to address these goals and looked forward to the work rolling out from several initiatives: Program models and performance-based contracting, CE Evaluation, HMIS evaluation, and working with system partners to utilize upcoming resources most effectively.

The Sponsorship Role:

Matt Mitchell described the proposal to the Committee which includes: (1) Vision – ensure alignment with goal to reduce unsheltered; set priorities, foster improvement culture; (2) Support – monitor progress and provide support, emphasize learning and iteration, advocate for resources; and (3) Outcomes – measure results, share learnings with the community, plan next steps. Teri House suggested that “monitoring” should also be reflected in the third section in that results will be continuously measured.

The Committee embarked on an important discussion that included questions about what the planning group was asking of them as well as whether and how the PATH Innovations Committee differed from the CoC Oversight Committee. Many Committee members sit on both and were asking for clarification of roles. The group suggested tabling this item until after the Existing and Planned Initiatives were discussed.



PLAN FOR ACCELERATING TRANSFORMATIVE HOUSING (PATH) INNOVATION COMMITTEE MEETING

Review of Existing and Planned Initiatives

Coordinated Entry System Evaluation and Redesign:

Shelby Ferguson shared that the purpose of the CE Entry System Evaluation and Redesign is to evaluate the effectiveness of CE and provide recommendations for CES improvement. Focus Strategies is developing the recommendations based on analysis of existing Policies and Procedures, provider surveys and focus groups, consumer focus groups, and a quantitative evaluation using HMIS data. The CE Redesign will also include Homebase updating the Policies and Procedures.

Program Models:

Elaine de Coligny has worked to develop a set of program models to be used in the upcoming Performance Based Contracting process to be implemented July 2022. Elaine described the process and opportunities for input including: provider interviews, office hours, online survey, and public comment. She will produce a document detailing feedback received and update the models appropriately. Final models will be presented to the Oversight Committee for adoption.

Equity Evaluation and Workplan:

Jaime Jenett reviewed the process the CoC has undertaken to identify a series of equity goals, during which time community members participated in the Racial Equity Action Lab (REAL) and an equity assessment conducted by C4. Findings from both processes were complimentary and confirmatory. The CoC is developing a time limited COH Equity Workgroup which will propose next steps including the best governance structure for the work and an equity roadmap/workplan.

Committee Workgroups:

Matt Mitchell reviewed the three existing Committee workgroups: (1) Data workgroup, (2) Case Conferencing workgroup, and (3) Resource gaps workgroup (not yet started).

Discussion of Initiatives to Support

Matt Mitchell opened up the meeting for Committee members to discuss which of the initiatives they would like to support. Active discussion followed, picking up on the earlier questions regarding whether and how the PATH Innovations Committee differed from the CoC Oversight Committee and what, exactly, is “the ask”.

Multiple members of the planning group and Committee offered alternative viewpoints. Consensus was eventually that work is required to more formally define the roles, responsibilities, and purview of the Oversight and PATH Innovations Committees. More detailed “asks” will emerge as these things are clarified.



PLAN FOR ACCELERATING TRANSFORMATIVE HOUSING (PATH) INNOVATION COMMITTEE MEETING

Next Steps

Committee members asked for the following information to be brought to the next meeting:

- Current population counts, resources (capacity), and case counts
- Recommendations on roles, responsibilities, and purview of the Oversight and PATH Innovations Committees
- Information about current CE process
 - Suggestion to invite consumer with experience
 - Who doesn't go through CE?

The PATH Innovations Committee will meet next on March 17, 2022, 3pm-5pm.

Additional Attendees

In addition to the facilitators, H3 staff, and Committee members listed, the following people attended the Zoom session:

- Dough Leich (Multi-Faith ACTION Coalition), Dale Harrington (CAoC & CAB), Janel Fletcher



PLAN FOR ACCELERATING TRANSFORMATIVE HOUSING (PATH) INNOVATIONS COMMITTEE

February 17, 2022, 3:00 – 5:00

WELCOME & INTRODUCTIONS

Matt Mitchell, Focus Strategies

PATH Innovations Committee is comprised of a diverse group of community stakeholders and CoC partners who commit to leading, monitoring, implementing, and assigning priorities to reduce unsheltered homelessness by 30% in year one.

INTRODUCTIONS

PATH Innovations Committee Members

H3 Staff

Community Solutions

EdeColigny Consulting

Focus Strategies

Stakeholders

REVIEW & APPROVE MINUTES

Matt Mitchell, Focus Strategies

ACTION ITEM

- Review and approve minutes from the January 20, 2022 PATH Innovations Committee meeting.



PUBLIC COMMENT

Matt Mitchell, Focus Strategies

Open period for public comment on items discussed or not listed on the agenda.

ANNOUNCEMENTS

Matt Mitchell, Focus Strategies

PROPOSAL FOR SPONSORING IMPROVEMENT ACTIVITIES

Christy Saxton, H3

Matt Mitchell, Focus Strategies

SUPPORTING
EXISTING
INITIATIVES

Christy Saxton, H3

THE SPONSORSHIP ROLE

Matt Mitchell, Focus Strategies

SPONSORING IMPROVEMENT PROJECTS



VISION

- Ensure alignment with goal to reduce unsheltered homelessness
- Set priorities
- Foster improvement culture



SUPPORT

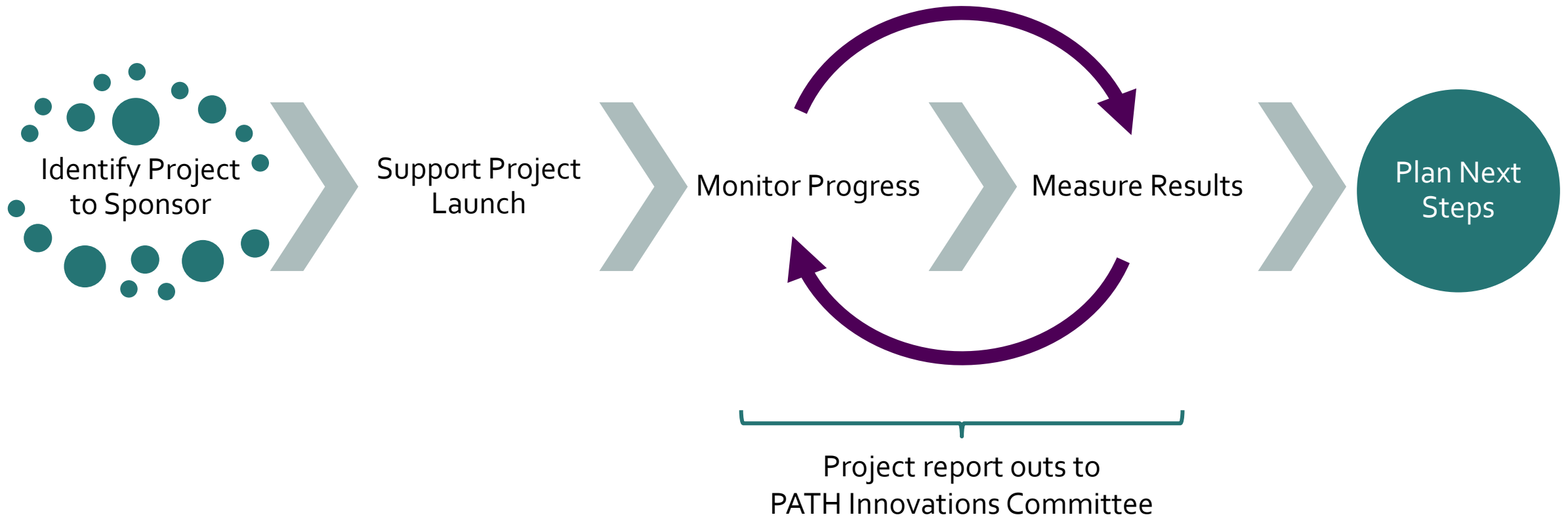
- Monitor progress and provide support
- Emphasize learning and iteration
- Advocate for resources



OUTCOMES

- Measure results
- Share learnings with the community
- Plan next steps

THE SPONSORSHIP PROCESS



PROPOSAL
DISCUSSION

Feedback from the committee

REVIEW OF EXISTING AND PLANNED INITIATIVES

Shelby Ferguson, H3

Elaine de Coligny, EdeColigny Consulting

Jaime Jenett, H3

Matt Mitchell, Focus Strategies

COORDINATED
ENTRY SYSTEM
EVALUATION
AND REDESIGN

Shelby Ferguson, H3

PURPOSE

Evaluate the effectiveness of Contra Costa's Coordinated Entry System

Provide recommendations to improve the Coordinated Entry System

SUMMARY OF THE WORK INVOLVED



Review of Policies and Procedures



Provider Survey and Focus Groups



Consumer Focus Groups



Quantitative Evaluation of HMIS data

VISION FOR CES REDESIGN

CE Policies and Procedures

More recommendations to come

Drivers that CES Redesign may impact

Reducing unsheltered homelessness by 30% by December 2022

Data

A local data culture that is shared by everyone and drives results

Real-time data on unsheltered homelessness in Contra Costa County

Integrated and cohesive measurement across initiatives

Stratified data that facilitates analysis and insights for improvement

Access to a System of Support

Well-coordinated outreach and shelter services designed to clear the path for housing

A low-barrier shelter system that facilitates connections to additional supports and housing

Case conferencing to problem-solve towards better outcomes

Entry points easily accessible by anyone experiencing homelessness

Housing-focused street outreach with the tools and capability to respond to a wide spectrum of human needs.

Pathways to Permanent Housing:

Fast, clear processes to access permanent housing

Utilize RRH to facilitate housing from street to home

Flexible funding to accelerate housing processes

Housing navigation support is well-resourced and clearly scoped

Homelessness diversion supports at access points

Strong Cross-Sector Partnerships

Strong partnerships and collaboration with municipalities and public services

Healthcare and behavioral health integration and supports

Close collaboration with municipalities, state and other public services

Strategic property investments and partnerships

A Flexible Pipeline of Resources

A pipeline of permanent housing and services to fill the gaps necessary to achieve our aim.

A collaborative of private and public funders dedicated to the goal

Real-time understanding of resource gaps

Operationalize 1-2-4 resource ratios for unsheltered initiative

Equity

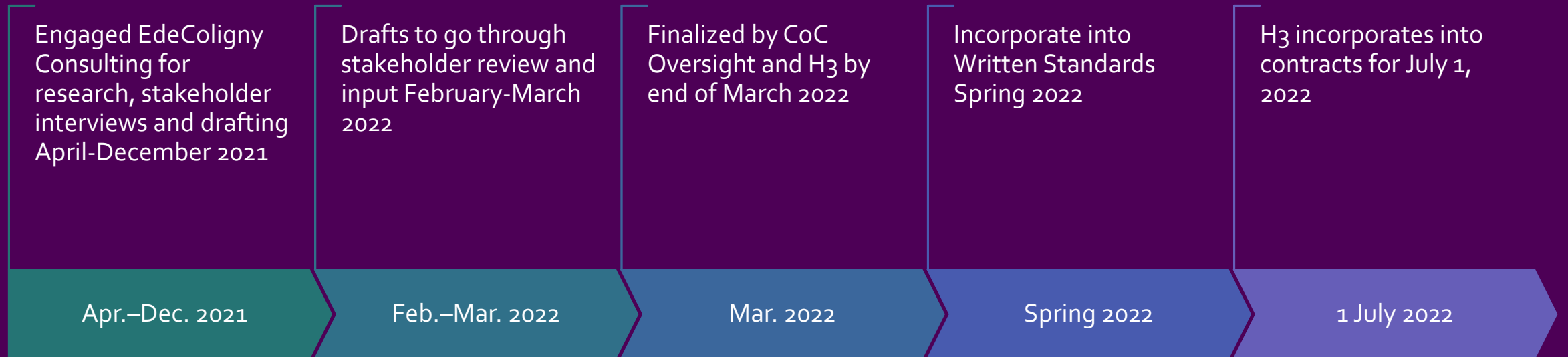
Continuous Quality Improvement

System-Wide Transparency, Communication and Best Practice Adoption

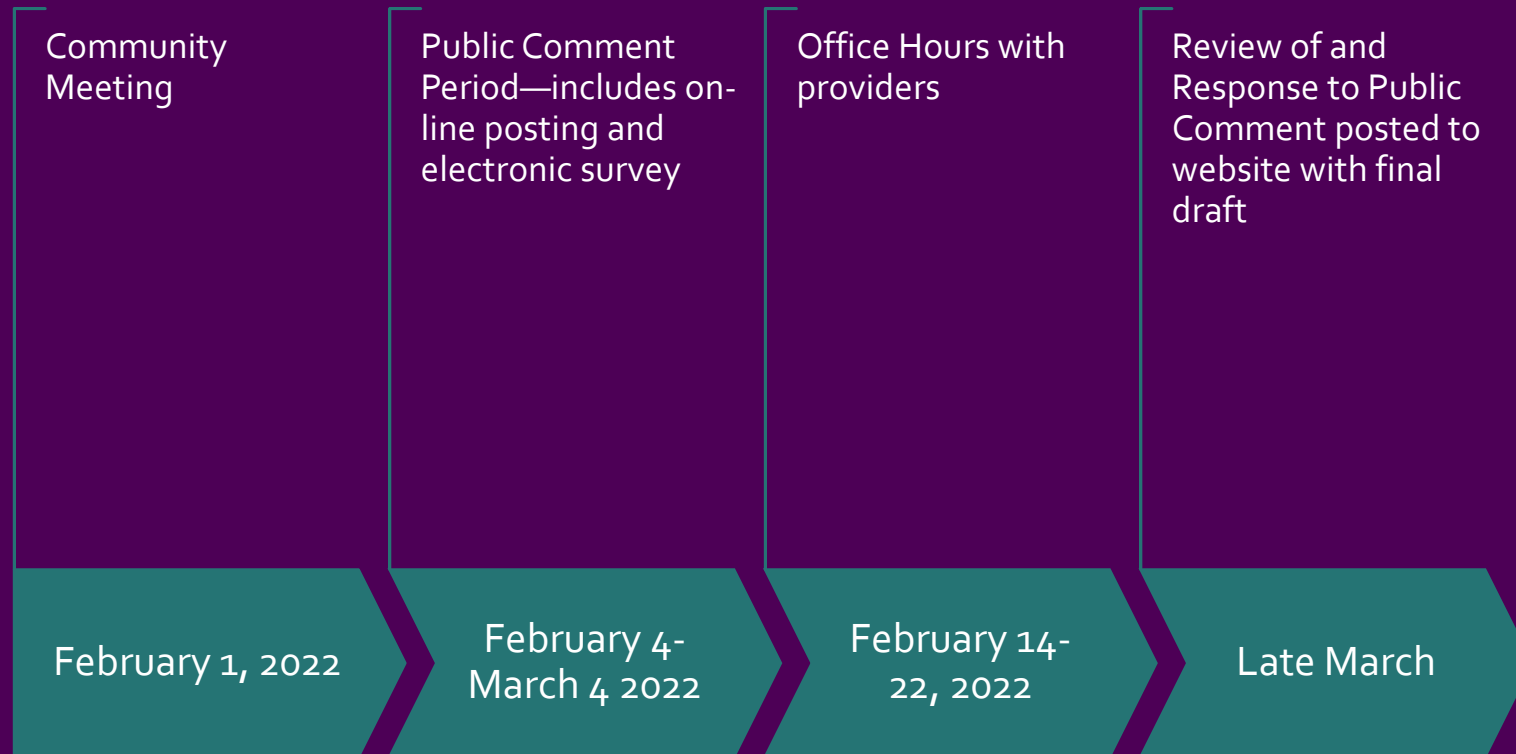
PROGRAM MODELS

Elaine de Coligny, EdeColigny Consulting

PROCESS



COMMUNITY REVIEW DETAIL



PROGRAM MODELS



Permanent
Supportive
Housing



Rapid Rehousing



Rapid Exit



Emergency
Shelter



Care Centers



Outreach



Prevention and
Diversion

STRUCTURE OF PROGRAM MODELS

Each model description is standardized and outlined as follows:

- a. Purpose of the Intervention both what it does on behalf of the participants and its role in the system
- b. Eligible and prioritized population for the intervention
- c. Required elements that define the Intervention
- d. Best practices or optional activities
- e. Minimal operating hours and other access issues, such as virtual or site-based versus mobile
- f. Referral, enrollment and exit requirements
- g. Continuum of Care capacity and anticipated turnover
- h. HMIS participation
- i. Staffing such as kinds of positions needed and/or responsibilities of staff
- j. Performance Measures include two equity measures and one data quality measure intended for all models.

CHALLENGES ADDRESSED BY THE MODELS

Gaps and duplications in housing and services across different program models (Items A-D, I)

“Referrals to nowhere” (Items E-G, I)

Increasing lengths of time spent homeless (Changing the use of the community queue and responsibility for document readiness)

Unclear performance expectations (Item J)

Data Quality (Item H, J)

Racial Equity (Item J)

RELEVANCE TO PATH AGENDA



Addresses multiple system dynamics that impact unsheltered homelessness



Focuses the work of CARE Centers on Unsheltered



Clarifies “Rapid Exit” as a strategy that applies to an intervention that can be deployed rapidly regardless of LOTH



Spreads Housing Problem Solving Across the System—the work does not end with VI-SPDAT assessment and referral to CE

Drivers that Program Model work may impact

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Operationalize 1-2-4 resource ratios for unsheltered initiative

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Equity

Continuous Quality Improvement

System-Wide Transparency, Communication and Best Practice Adoption

EQUITY
EVALUATION
AND
WORKPLAN

Jaime Jenett, H3

EQUITY WORK RECAP

Racial Equity Action Lab (REAL)

- CoC plus other stakeholders participated in 6 month project
- Project Statement:
 - Strategic plan
 - Increase opportunities to strengthen/amplify/elevate the voices of consumers
 - Build communication channels and relationships

C4 Innovations

- Trainings
- Consumer Engagement Guide
- Equity Assessment

Recommendations

Build capacity and infrastructure to ensure sustainability of racial equity work

Develop a plan for integrating partners with lived experience into decision-making processes

Engage in community-led process to develop a more equitable assessment and prioritization process

Deepen CoC shared language and continued conversations on race

Staff trainings on anti-racism, mitigating implicit bias, LGBTQ+ allyship, cultural humility, etc. in addition to Trauma-Informed Care

Start with existing data and move from awareness to action planning with an Equitable Results Framework

Create client-centered services and process

- Client collaboration on decision making
- Clear messaging and information on readily available services

Conduct a system mapping of all CoC programs to identify what policies and practices may be perpetuating inequities

Prioritize the use of qualitative data and disaggregated quantitative data in system planning to address inequities

NEXT STEPS

- COH Equity Working Group
 - Map Existing Work to Recommendations
 - Decide who holds Equity work at Council level
 - Develop Equity Work Plan

Reducing unsheltered homelessness by 30% by December 2022

Drivers that Equity Workplan may impact

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REVIEW OF COMMITTEE WORKGROUPS

Matt Mitchell, Focus Strategies

Reducing unsheltered homelessness by 30% by December 2022

Drivers that Committee Workgroups will impact

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DISCUSSION OF INITIATIVES TO SUPPORT

Matt Mitchell, Focus Strategies

DISCUSSION OF INITIATIVES TO SUPPORT

Which work does the Committee want to sponsor?

What information does the Committee need to make that decision?

What other ideas does the Committee have?

NEXT STEPS

Matt Mitchell, Focus Strategies

ROADMAP REVIEW

By June 2022, the PATH Innovations Committee will:

- Identify key results and improvement work
- Sponsor improvement work on system processes
- Establish quarterly data review process
- Map and analyze system resources
- Assess the initiative's progress



UPCOMING MEETINGS

- **PATH Innovations Committee Meetings**
 - 3rd Thursday of each month, 3:00-5:00
 - March 17
 - April 21
 - May 19
 - June 16
- **Data Workgroup**
 - March 3, 8:30-10:00
- **Case Conferencing Workgroup**
 - March TBD