



PLAN FOR ACCELERATING TRANSFORMATIVE HOUSING (PATH) INNOVATIONS COMMITTEE

April 21, 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

Homebase

Focus Strategies

Stakeholders

REVIEW & APPROVE MINUTES

Matt Mitchell, Focus Strategies

ACTION ITEM

- Review and approve minutes from the March 17, 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

COORDINATED ENTRY SYSTEM EVALUATION

Matt Mitchell, Focus Strategies

CES EVALUATION OVERVIEW

- **Purpose:** Identify opportunities to improve the efficiency and effectiveness of the Coordinated Entry System in connecting consumers with permanent housing
- **Evaluation timeline:** September 2021 and March 2022
- **Qualitative Data**
 - Document review and informational interviews with H3
 - On-line provider survey (62 respondents)
 - Provider focus groups (23 participants)
 - Consumer focus groups (25 participants)
- **Quantitative Data**
 - CES enrollments, assessments, and referrals from October 2020 to September 2021

COORDINATED ENTRY SYSTEM

Access

- Call – 211
- CARE centers
- CORE outreach

Assess

- Triage tool
- VI-SPDAT

Assign

- Prevention/diversion
- Rapid exit
- Community queue & referrals to PSH/ RRH

PROVIDER FEEDBACK

- **76%** described CES as **somewhat** or **very effective**
- **55%** had received **CES training** in the past year
- **Key areas of opportunity:**
 - Housing referral process
 - Consumer experience
 - Triage tool & VI-SPDAT assessments

"Knowing that there are a lot of people that are vulnerable, but the housing resources are so limited. It feels like you are not doing enough."

"Sometimes the system seems overwhelmed."

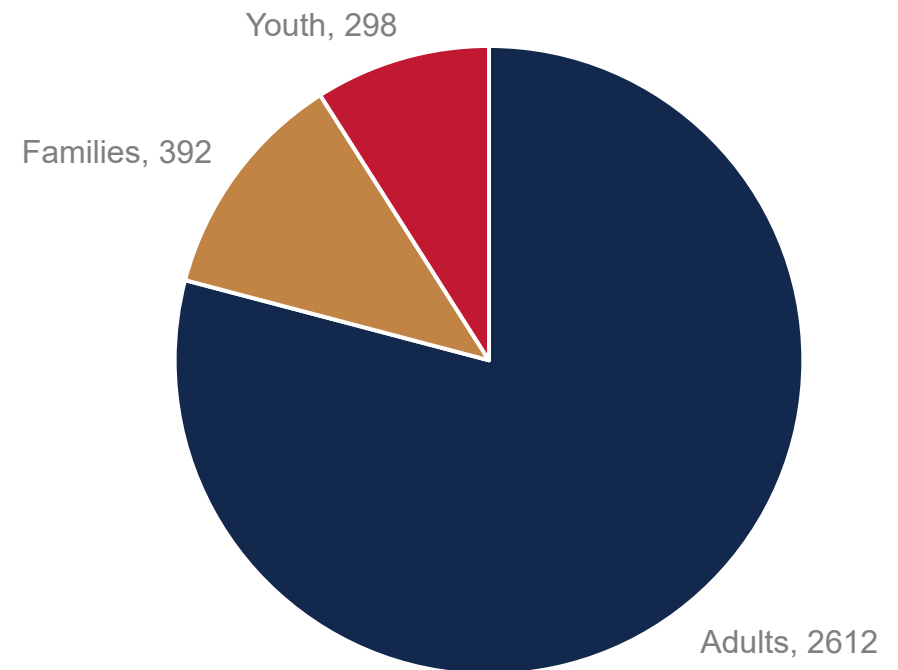
CONSUMER FEEDBACK

- **Housing and shelter are scarce** and difficult to access
- Exiting homelessness requires navigating **multiple systems**
- Desire for **improved communication** and information about community resources
- **Range of experiences**—not everyone has the same access to information and resources
- Insufficient resources for people who are **undocumented** or **previously incarcerated**

CES ENROLLMENTS, ASSESSMENTS, AND REFERRALS

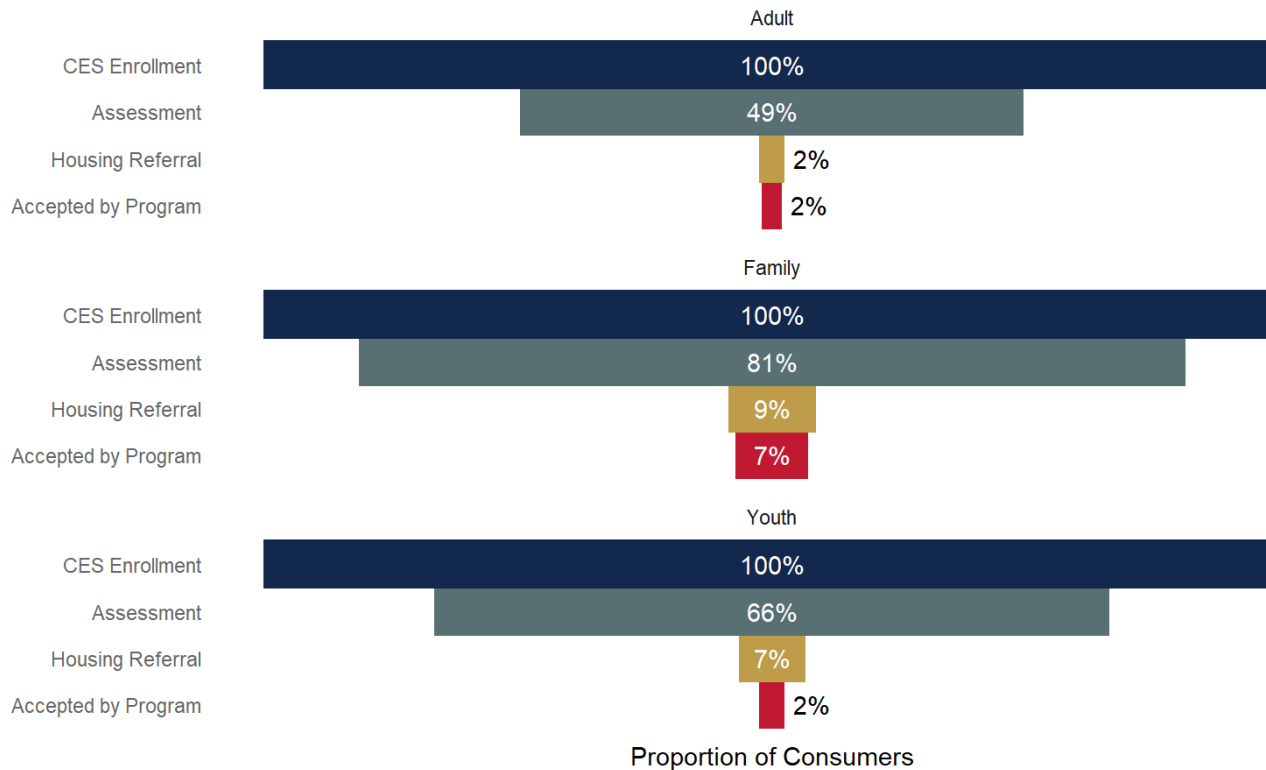
- **CES program entries:** 3,302 household
 - Adults: 2,612 households
 - Families: 392 households
 - Youth: 298 households
- **Triage Tool:** 1,765 households assessed
- **VI-SPDAT:** 1,143 households assessed
- **Housing referrals:** 88 households referred
- **Housing placements:** 62 households placed

CES Enrollments: Oct 2020 – Sept 2021



Analysis of CES enrollments, assessments, and referrals (HMIS data) between October 1, 2020 and September 30, 2021

PROGRESS THROUGH CES



- CES program entries from October 2020 through March 2021
- Followed progress through CES over time
- **Outcome:** 2%-7% housed through CES within one year of enrollment

Analysis of CES enrollments (HMIS data) from October 1, 2020 and March 31, 2021

CES EQUITY FINDINGS

Access

- BIPOC adults enroll in CES at slightly higher rates than white consumers

Assess

- Indigenous and Latinx adults and Indigenous families less likely to be assessed
- Black adults score lower on VI-SPDAT

Assign

- Latinx adults and Black families less likely to be referred to RRH/PSH

SELECTED RECOMMENDATIONS

Access

- Understand barriers to access

Assess

- Integrate housing problem solving
- Refine Triage Tool
- Alternatives to VI-SPDAT

Assign

- Refine case conferencing
- Problem solving for non-referred households

Train & Communicate

- Communicate CES process to community

Other

- Integrate homelessness prevention

PRIORITIZING RECOMMENDATIONS: IMPACT

Jamie Schechter, H3

Matt Mitchell, Focus Strategies

IMPACT
VS.
EFFORT

Jamie Schechter, H3

DISCUSSION ON
IMPACT OF
RECOMMENDATIONS

Matt Mitchell, Focus Strategies

SELECTED RECOMMENDATIONS

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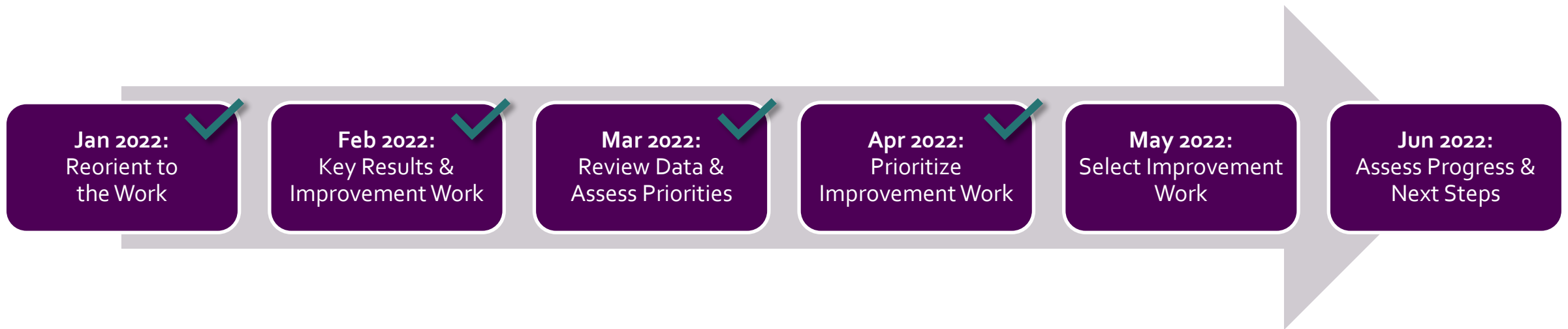
NEXT STEPS

Matt Mitchell, Focus Strategies

ROADMAP UPDATE

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
- Assess the initiative's progress



UPCOMING MEETINGS

- **PATH Innovations Committee Meetings**
 - 3rd Thursday of each month, 3:00-5:00
 - May 19
 - June 16
 - July 21
 - August 18
- **Data Workgroup**
 - April 28, 10am – 11am
- **Case Conferencing Workgroup**
 - April 28, 11am – 12pm



PLAN FOR ACCELERATING TRANSFORMATIVE HOUSING (PATH) INNOVATION COMMITTEE MEETING

MINUTES

Date: Thursday, April 21, 2022, 3 pm – 5 pm

Recording of Discussion:

https://us02web.zoom.us/rec/share/zXnHOgX40DFaLECa1y3o_D9eY4FHFHCTG2Y-Y0guYLg8exTazZ5-SSuiKUe4h-3.azrHDYMZIKoyhWss

Passcode: 67@Pn7Wr

| 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"> Coordinated Entry System Evaluation <ul style="list-style-type: none"> Proposal: Focus on Coordinated Entry System | - <i>Matt Mitchell, Focus Strategies</i> |
| 4:00 | <ul style="list-style-type: none"> Impact VS. Effort | - <i>Jamie Schecter, H3</i> |
| 4:50 | <ul style="list-style-type: none"> Next Steps | - <i>All</i> |

Welcome and Introductions

Committee Members in Attendance: Jo Bruno, Keva Dean, Shawn Ray, Tony Ucciferri, Wayne Earl

Staff and Consultants: Christy Saxon (H3), Jamie Schecter (H3), Jamie Jenett (H3), Shelby Ferguson (H3), Dana Ewing (H3), Kimberly Thai (H3), Mark Mora (Homebase), Carly Devlin (Homebase), Matt Mitchell (Focus Strategies), Shae Rowe (Focus Strategies)

Review and Approval of Minutes

A quorum was not present, so a vote to approve the minutes from the March 17, 2022 meeting was not held. The approval for the March 17, 2022 minutes will be completed at the next Committee meeting.

Public Comment

There were no comments from the public.



PLAN FOR ACCELERATING TRANSFORMATIVE HOUSING (PATH) INNOVATION COMMITTEE MEETING

Announcements

Jo Bruno invited the group to a partnership event taking place at 3:30pm, April 21, 2022. The Human Center, 211, and the Miles Hall Foundation are presenters. Kevin Garcia will be the keynote speaker for this event. Keva Dean invited meeting attendees to the annual Contra Costa Solano Food Bank Gala May 19, 2022, at 7:00pm. Ticket information and details can be found at the following link:

<https://www.foodbankccs.org/events-promotions/nourish-gala/>

Coordinated Entry System Evaluation

Results of the Coordinated System Entry Evaluation

Matt Mitchell presented the results of the Coordinated System Entry Evaluation requested by H3. The purpose of the evaluation was to identify opportunities to improve the efficiency and effectiveness of the Coordinated Entry System in connecting consumers with permanent housing. Focus Strategies began its work on the evaluation September 2021 and completed the evaluation March 2022.

For this evaluation Focus Strategies analyzed qualitative and quantitative data. In a survey conducted with providers, Focus Strategies found that 76% of providers had a positive assessment of the effectiveness of the Coordinated Entry System, and described the system as either “somewhat” or “very effective.” Over half of provider staff who responded to the survey received training on the Coordinated Entry System within the past year.

One area of opportunity that came up in surveys and focus groups was the housing referral process. Participants explained that it is not always clear how someone is chosen from the community to be referred to housing, or who makes those decisions. Participants also expressed challenges regarding gathering the right documentation and navigating the housing referral once the referral has been received. Providers also expressed concerns about the consumers experience with the Coordinated Entry System. Providers explained that consumers do not always understand why they are being asked certain questions, and the role those questions play in determining whether they receive housing.

Another area of concern that was highlighted during the evaluation was the content of the assessment themselves, both the Triage Tool and the VI-SPDAT. Respondents explained that the Triage Tool does not always feel relevant to the provider, and the questions asked do not seem like the right set of questions to ask someone when they are first coming into the Coordinated Entry System. The VI-SPDAT was described as too long and asking questions that seemed insensitive or inappropriate.

Consumer Feedback

One of the main areas that was highlighted by consumers consistently was difficulty accessing both housing and shelter. Resources are scarce, and people often have long stays in shelters because they have to wait quite a while to access housing. Another issue consumers discussed is the visibility of affordable housing and understanding where housing is available. Consumers still face difficulty accessing housing even when they have received vouchers and have all the resources they need in hand.



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As much effort that has gone into trying to consolidate and streamline the Coordinated Entry System, there is still not a single point of entry into all the affordable housing in the community. Consumers expressed a desire for improved communication and information about community resources. Many consumers described getting incomplete, incorrect, and inconsistent information about community resources.

Another issue consumers raised was a wide range of experiences trying to navigate housing and the homelessness response system. Participants expressed that not everyone has access to the same information and resources. Some groups of people may not have sufficient resources and may have limited access to housing. Two groups that were identified during the evaluation were undocumented and previously incarcerated individuals.

Quantitative Analysis

The quantitative analysis examined the access, assess, and assign stages of the Coordinated Entry System to give a sense of scope of how many people engage in the Coordinated Entry System. The data is from October 2020 – September 2021. During that time about 3,300 households entered the Coordinated Entry System.

- Of the 3,300 households entered the Coordinated Entry System:
 - Nearly 1,800 were assessed with the Triage Tool
 - Approximately 1,100 received the VI-SPDAT assessment
 - 88 received housing referrals
 - 62 households received rapid rehousing or permanent supportive housing during the period

Another area examined was progress through the Coordinated Entry System. The focus of this analysis were individuals who entered the Coordinated Entry System in the first six months of the analysis (October 2020 – March 2021), their progress, and final outcome in the Coordinated Entry System. The results showed 2% - 7% of households were housed through the Coordinated Entry System within a year of enrolling, which includes adults, families, and youth.

Of all adults who entered the Coordinated Entry System, only 49% were assessed. This analysis also found that a lot of households were not receiving the triage tool assessment. As a result, there was a big push around training and communication, resulting in 90% of adults receiving the Triage Tool assessment on the day of their enrollment.

Equity Findings

Generally, access to the Coordinated Entry System was equitable. There was some indication that BIPOC adults enrolled in the Coordinated Entry System at slightly higher rates than white consumers. However, when it came to assessments, Indigenous and Latino/a/x adults and indigenous families were less likely to be assessed. These groups were more likely to be enrolled, but never made it much further than enrollment.



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This could be for a variety of reasons, including not coming back if the assessment wasn't completed during the time of enrollment. Given that the best practice is to not complete the VI-SPDAT right away, as it requires relationship building, this could contribute to fewer Latino/a/x and Indigenous families being assessed.

Another equity finding under the assessment was that black adults scored significantly lower on the VI-SPDAT, which is consistent with findings from national evaluations of the VI-SPDAT, which seems to consistently produce biased results. One of the equity findings also noted was that Latino/a/x adults and Black families are less likely to be referred to rapid rehousing and permanent supportive housing.

Recommendations

The equity findings are not included in the recommendations, because the equity work will be taken up by an equity working group within the Council on Homelessness. A selected list of recommendations that could be a good fit for the PATH Innovation was brought forward. One recommendation under the access stage is further work on understanding barriers to access, specifically around subgroups and subpopulations (e.g., undocumented and previously incarcerated populations).

Under the assessment stage, one recommendation is to integrate housing problem solving more fully and try to weave housing problem solving into the assessments. Since only a small subset of people will be housed through the Coordinated Entry System, keeping housing problem solving in the foreground is important since people will need to find housing through some other means.

Another recommendation is refining the Triage Tool. Exploring alternatives to the VI-SPDAT, replacing the content of the assessment, and looking at the process itself is also recommended. If only a small proportion of households get housed through the Coordinated Entry System, some of the time spent on assessments could possibly be used for housing problem solving.

Under the assignment stage, refining the case conferencing processes is recommended. This is currently in the works and Shelby Ferguson is leading the case conferencing workgroup. It is recommended that the case conferencing process be refined to make sure case conferencing processes and referrals that are connected, are objective and all the right providers are at the table, so the process is inclusive, and everyone can advocate for their client. Problem solving for non-referred households is also recommended. Households that are not going to be referred to housing through the Coordinated Entry System need problem solving to make sure they are not sitting in the community queue indefinitely.

Another recommendation highlighted in the evaluation was training and communication. Communicating the Coordinated Entry System to the community strategically and its processes so that the community can understand the good work that is happening, and make sure everyone knows how to gain access to the Coordinated Entry System is recommended.

Lastly, better integrating homelessness prevention so that fewer households need the Coordinated Entry System is recommended. There may be opportunities to creatively strengthen connection with homelessness prevention.



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Discussion Feedback

Wayne Earl asked if there is an accurate assessment of what is available compared to the population in need? Matt Mitchell explained that there is quantitative data within the presentation that shows the number of people who enroll in the Coordinated Entry System and how many are able to get housing in a period of time. Matt asked members of H3 if there is any existing information that can answer Wayne's question.

Christy Saxon explained that there is not a coordinated effort across departments since not all housing comes from H3. However, there is an assembly bill in process currently, that should create an overall database for all affordable housing. Tony Ucciferri discussed a group of people that are partnering with DAHLIA (system that tracks all housing in San Francisco) that are working on a project call Doorway to coordinate a regional clearing house, where one application gets you access to housing through out the Bay Area. Jamie Jenett encouraged the group to reach out to core, as they can assist with immediate crises response.

Wayne Earl explained that there could be different issues for the previously incarcerated that make it difficult to access housing. Wayne Earl asked if there was more granular information on previously incarcerated individuals. Matt Mitchell responded explaining that it was recommended to further explore populations that are experiencing greater barriers accessing the Coordinated Entry System. Jill Ray explained that it's not necessarily certain crimes that make accessing housing difficult. Jill noted that HUD restricts some people with past felonies from obtaining a housing voucher.

Wayne Earl asked if there is a reason the assessment is not conducted at the time of enrollment? Wayne Earl also noted the need to know and understand how much housing is available, because you cannot house people in housing that does not exist, which effects the percentages that are seen in the data. Jill Ray asked if everyone needed housing, or were there other supports individuals were able to get throughout the evaluation, and if only 2% of consumers are receiving housing, how many consumers are still left homeless? Gina Bills explained that generally about 30% of individuals that are literally homeless exit to housing, so some are finding other avenues as Jill Ray suggested.

Impact vs. Effort

Jamie Schecter guided the discussion on impact and effort. This discussion served as a guide and starting point to discuss what recommendations the group would like to take on and what that would look like for the group. Jamie explained that when understanding the effort necessary for a recommendation, questions like "what does it take to get something done?", "do we have the people, the resources, the time to take something on?", helps determine if the recommendation requires high or low effort. Asking questions like this also helps determine the level of planning, time, and resources necessary to get it done.

Regarding impact, Jamie suggested thinking about what sort of change the recommendation can make. If it creates a positive transformational change to the system, it could be considered high impact. If the recommendation is helpful to do, but might not be the right solution, its low impact.



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The recommendations within the CES Evaluation will help the group determine how choices are being made about what is prioritized as a community. Should the group prioritize a few low impact recommendations for early wins? Or should the group prioritize higher impact recommendations? How is the group deciding to make these choices based on its capacity?

Jamie also discussed the group's overall purpose (and regional plan) which is reducing homelessness by 75% by 2024 and 30% by the end of this year. Jamie explained that while the recommendations need to happen and be present to support a strong Coordinated Entry System, a lot of them won't necessarily contribute to a huge significant decrease in unsheltered homelessness. Jamie explained the need to think about how the group can pull in the rest of the community and county to achieve the regional plan.

Recommendations Poll

Matt Mitchell held a poll in which meeting attendees rated the recommendations high, medium, or low in terms of how much impact participants felt the recommendation could have on reducing unsheltered homelessness. The results of the poll were used to guide subsequent discussion.

Discussion and Feedback

Keva Dean explained that she voted high for barriers to access because if the homeless community does not understand the access they have to the Coordinated Entry System, that will definitely impact how they can be served. Matt Mitchell added that no consumers who participated in the evaluation were familiar with the Coordinated Entry System. They participated in it but were not aware of what it was.

Dana Ewing explained that she voted low for barriers to access because there are already so many people in the system of care not getting housed, and the more people that enter the systems of care, the more their numbers don't change. Dana explained that so many people are already accessing a system of care that is overtaxed.

Wayne Earl asked what recommendations are anticipated to have the most impact. Wayne noted that 30% of people gain housing outside of the Coordinated Entry System, which implies that some are being referred. Wayne expressed that the recommendations are too big when the data shows people get housing better on their own than through the Coordinated Entry System.

Regarding housing problem solving, Keva Dean asked if integrating housing problem solving, is included in the assessment process? Keva also asked if housing problem solving is in the assessment process, why isn't every family being assessed at the beginning of enrollment? If someone is coming into the Coordinated Entry System, they are ready to resolve their issues so they should be open and willing, with the right person taking the assessment, to discuss their situation. Shelby Ferguson responded to Keva explaining that the triage tool is the assessment that happens at the beginning of enrollment and includes housing problem solving. Shelby further explained that the VI-SPDAT happens later because the questions are very personal and require relationship building. Matt Mitchell suggested discussing timelines for the work going forward.



PLAN FOR ACCELERATING TRANSFORMATIVE HOUSING (PATH) INNOVATION COMMITTEE MEETING

Next Steps

The PATH Innovations Committee will meet next on May 19th, 3pm-5pm

The Data Workgroup will meet on April 28th

The Case Conferencing Workgroup will meet on April 28th

Additional Attendees

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

- Jill Ray (Office of Supervisor Candace Andersen)
- Gina Bills